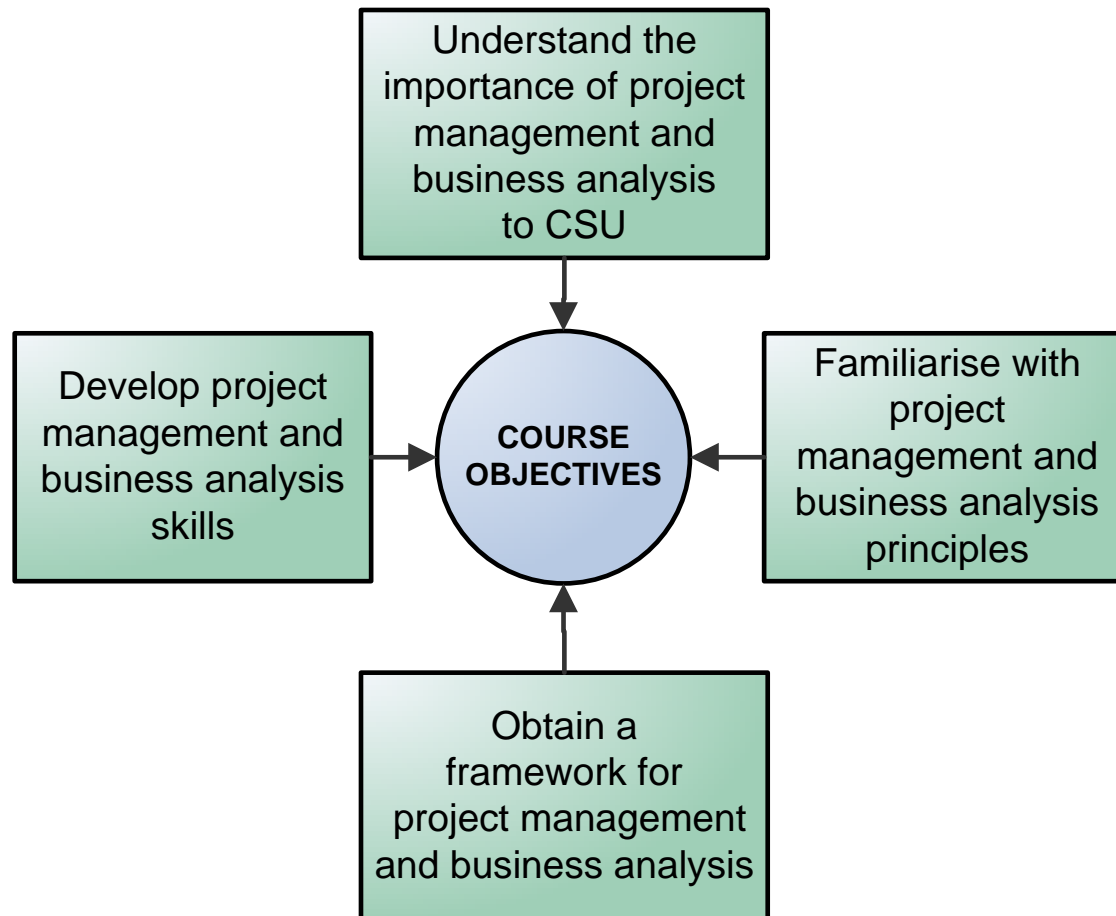# Project Management & Business Analysis
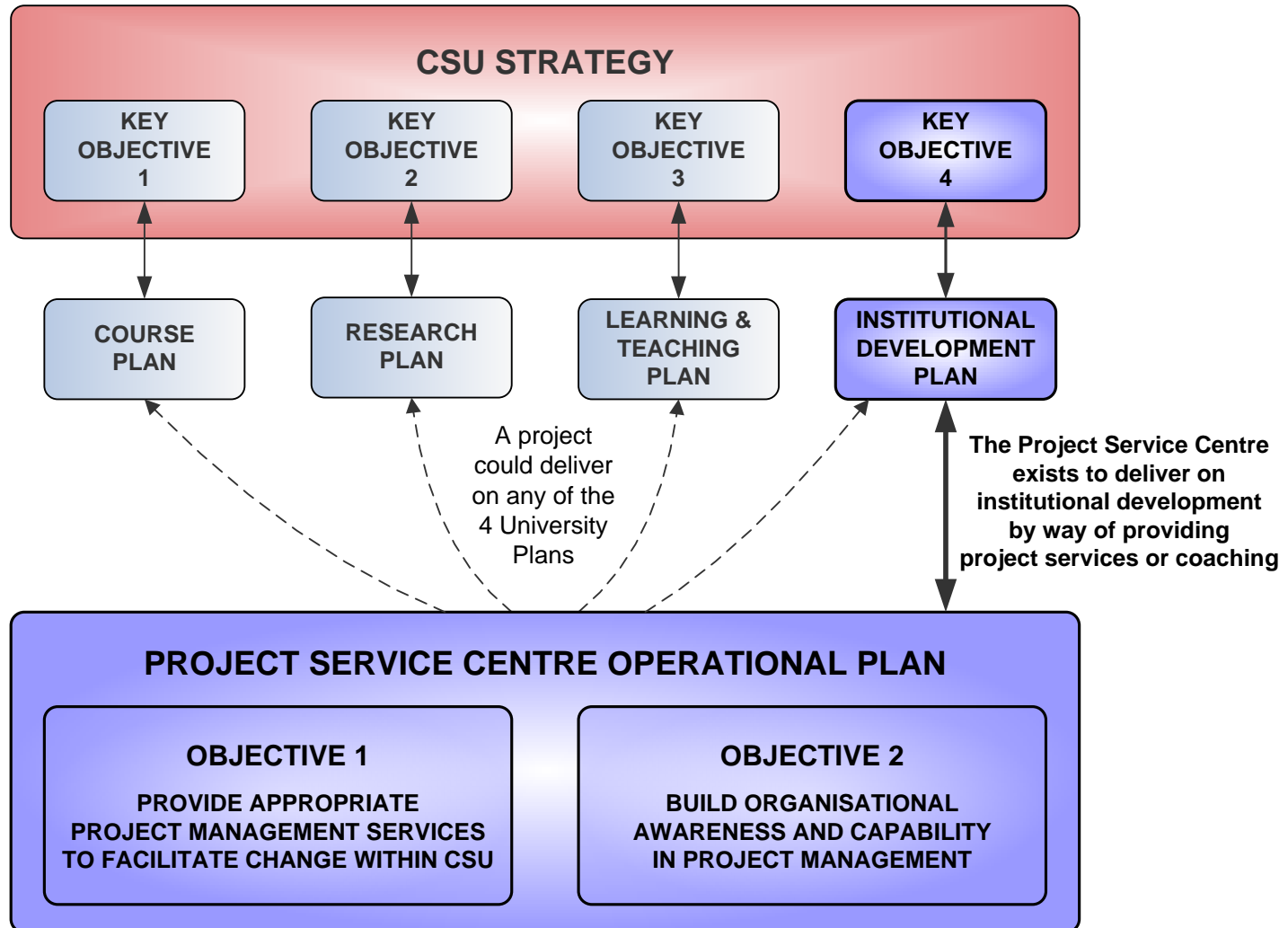
Managing Projects or Continuous Improvement within CSU

Presented by Project Service Centre

Course Objectives

Project Service Centre - WHY

CSU STRATEGY

| KEY OBJECTIVE 1 | KEY OBJECTIVE 2 | KEY OBJECTIVE 3 | KEY OBJECTIVE 4 |

| COURSE PLAN | RESEARCH PLAN | LEARNING & TEACHING PLAN | INSTITUTIONAL DEVELOPMENT PLAN |

A project could deliver on any of the 4 University Plans

The Project Service Centre exists to deliver on institutional development by way of providing project services or coaching

PROJECT SERVICE CENTRE OPERATIONAL PLAN

OBJECTIVE 1

PROVIDE APPROPRIATE PROJECT MANAGEMENT SERVICES TO FACILITATE CHANGE WITHIN CSU

OBJECTIVE 2

BUILD ORGANISATIONAL AWARENESS AND CAPABILITY IN PROJECT MANAGEMENT

Project Service Centre - WHAT

PROJECT SERVICE CENTRE OPERATIONAL PLAN

OBJECTIVE 1

PROVIDE APPROPRIATE PROJECT MANAGEMENT SERVICES TO FACILITATE CHANGE WITHIN CSU

OBJECTIVE 2

BUILD ORGANISATIONAL AWARENESS AND CAPABILITY IN PROJECT MANAGEMENT

1/ *MOSTLY* DOING

AS IS

2/ *SOME* BUILDING CAPABILITY

ROADMAP

To achieve 'TO BE' we need to build capability:

> *outside* PSC to enable all CSU staff to facilitate change effectively
> *within* PSC to enable them to effectively support staff who are facilitating change
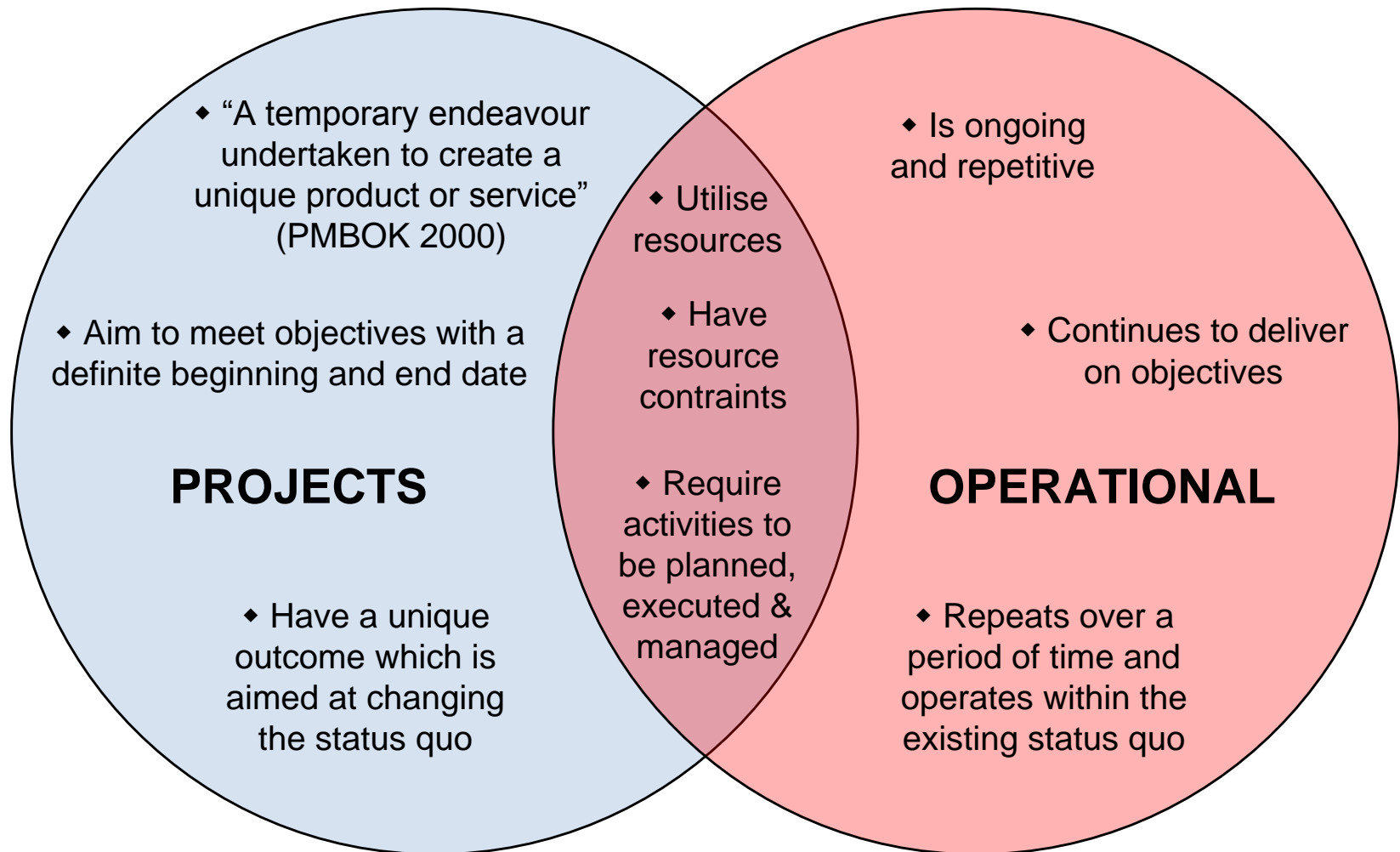
1/ *SOME* DOING

TO BE
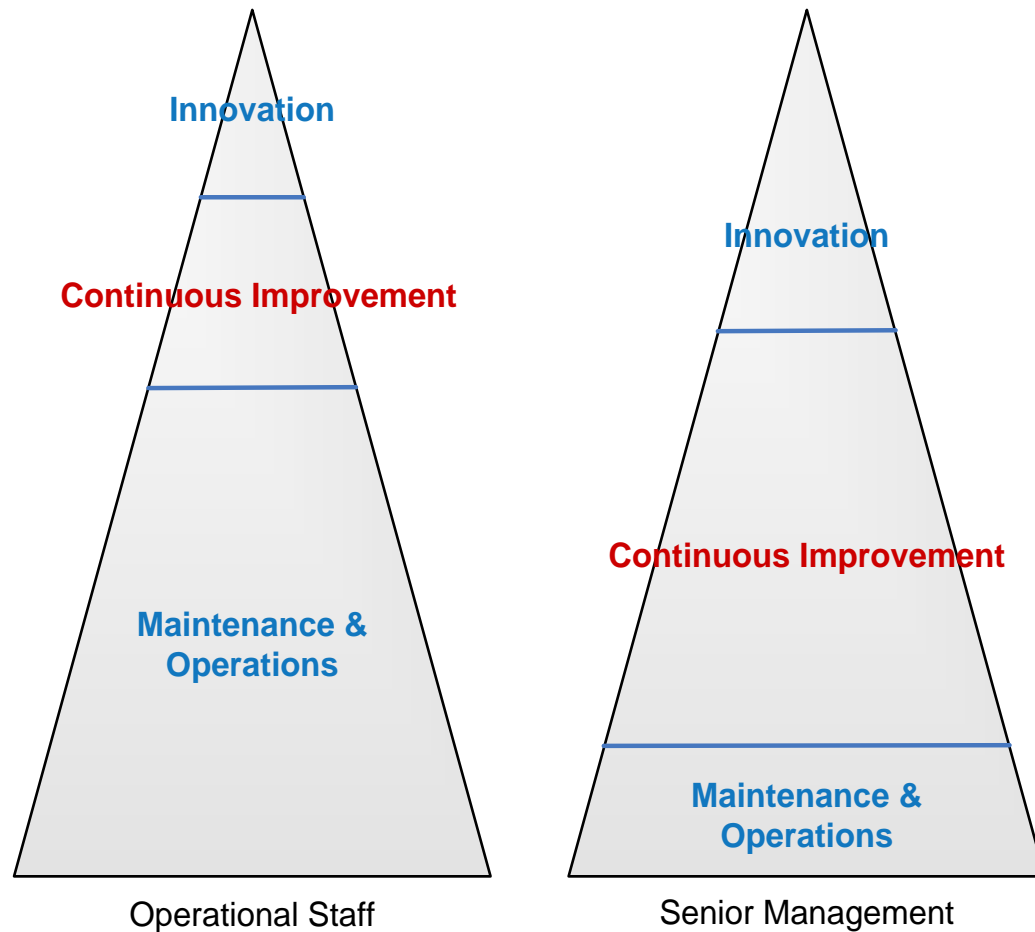
2/ *MOSTLY* BUILDING CAPABILITY

Definitions of….

Project Management & Continuous Improvement
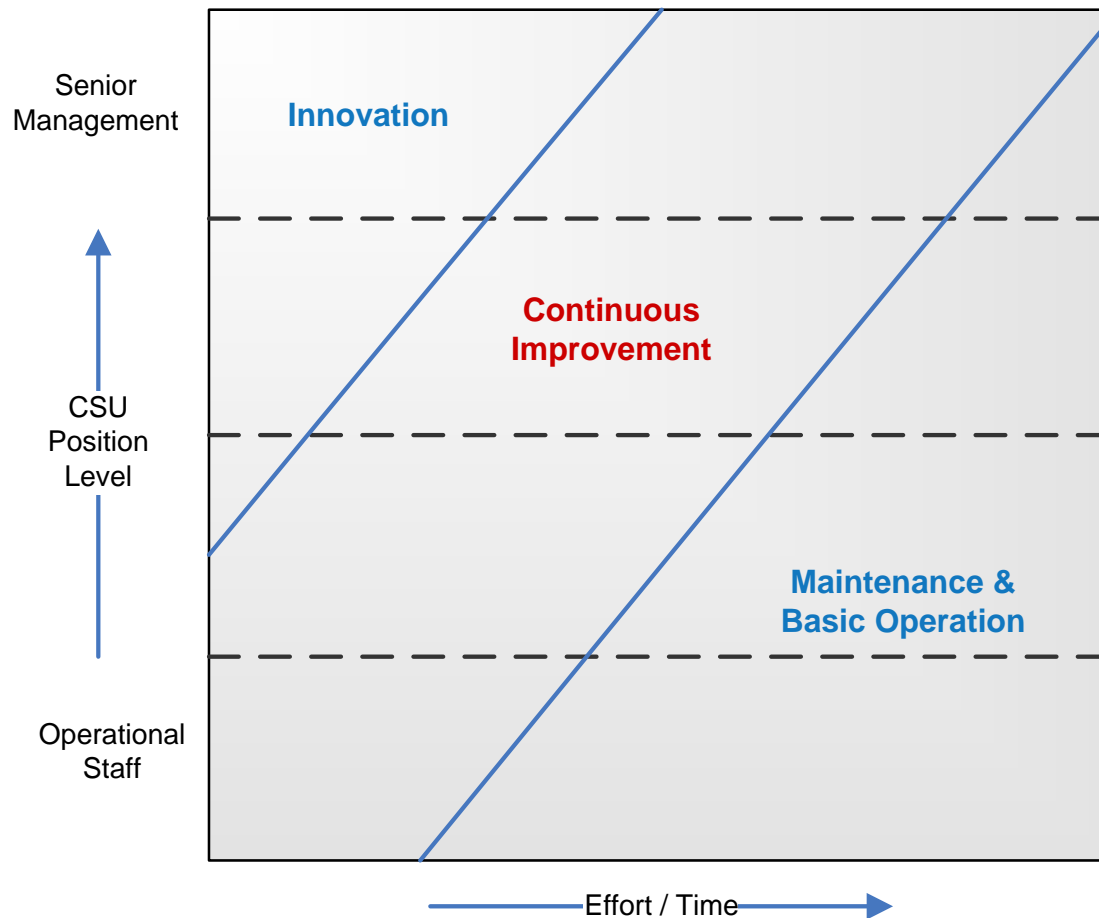
Projects v Operational Work

PROJECTS

- "A temporary endeavour undertaken to create a unique product or service" (PMBOK 2000)

- Aim to meet objectives with a definite beginning and end date

- Have a unique outcome which is aimed at changing the status quo

(Overlap)

- Utilise resources

- Have resource contraints

- Require activities to be planned, executed & managed

OPERATIONAL

- Is ongoing and repetitive

- Continues to deliver on objectives

- Repeats over a period of time and operates within the existing status quo

Continuous Improvement at CSU
Examples of individual views

Operational Staff pyramid (bottom to top): Maintenance & Operations, Continuous Improvement, Innovation

Senior Management pyramid (bottom to top): Maintenance & Operations, Continuous Improvement, Innovation

Continuous Improvement at CSU
Example of an enterprise view

# Continuous Improvement   V   Innovation

DOING SOMETHING
BETTER

★ Inward looking

★ Small steps

★ Conventional Know-how

★ Effort

★ Process-oriented

DOING SOMETHING
NEW

★ Outward looking

★ Big step

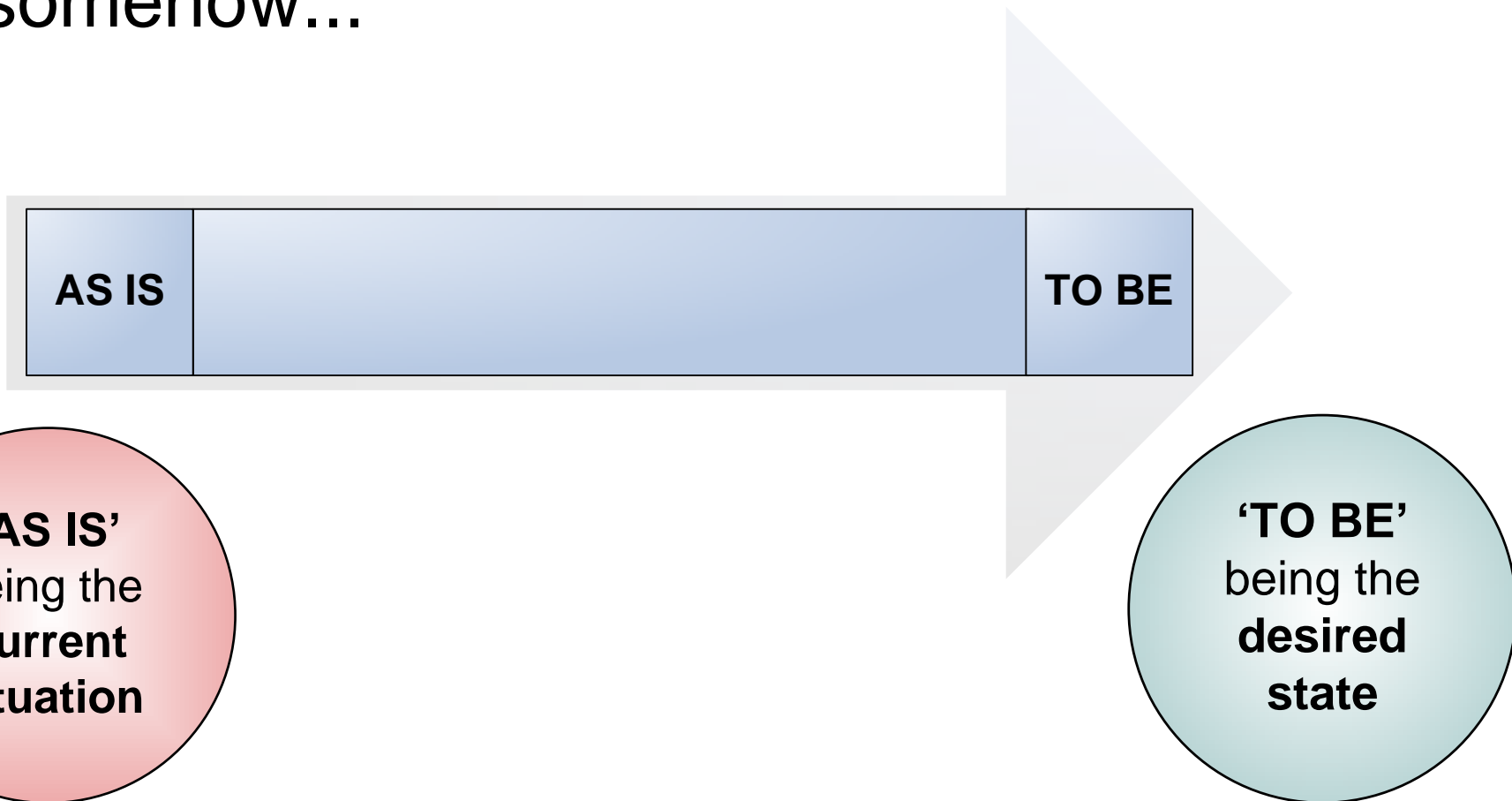★ Technological Break-through

★ Investment

★ Result-oriented

Improvement at CSU

Enterprise View

Innovation

DOING SOMETHING NEW

Continuous Improvement

DOING SOMETHING BETTER

Maintenance & Basic Operation
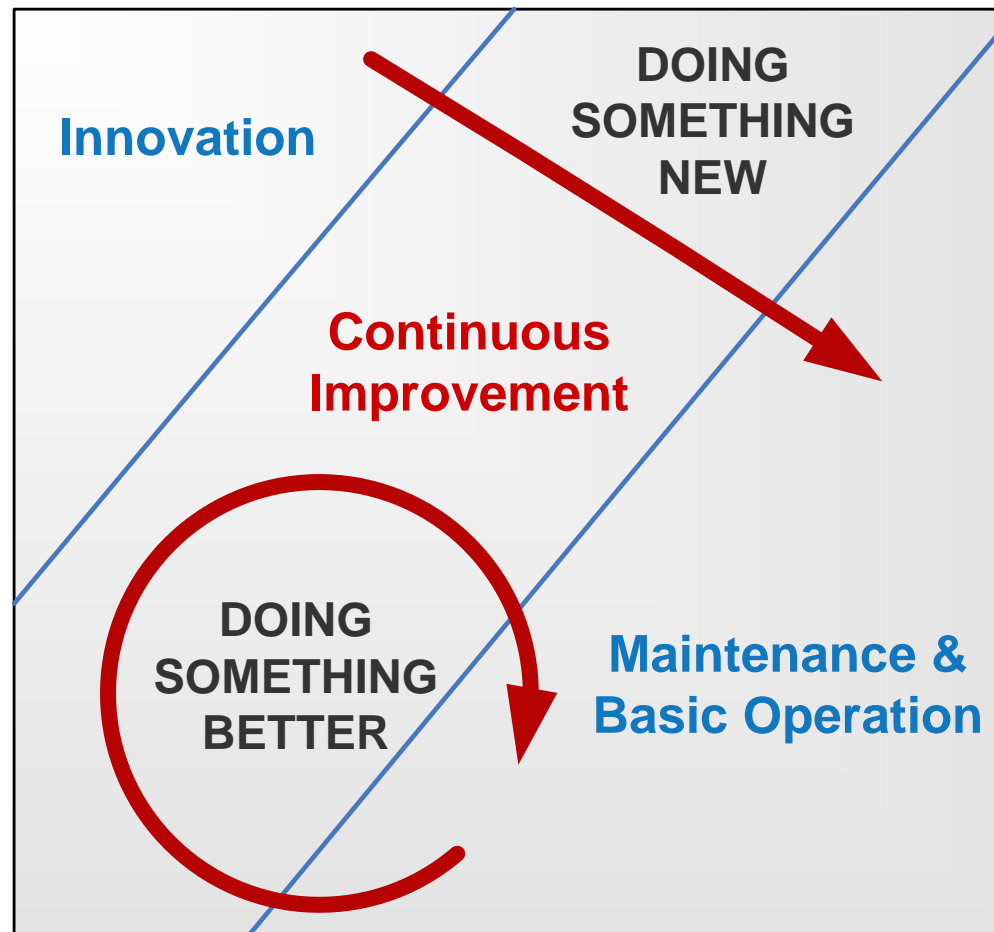
Project Management at CSU

We all have to get from 'AS IS' > 'TO BE' somehow...

AS IS ➜ **TO BE**

'AS IS' being the **current situation**

'TO BE' being the **desired state**

Project Management at CSU

...and we all need to think about the same things...what, who, why, etc...

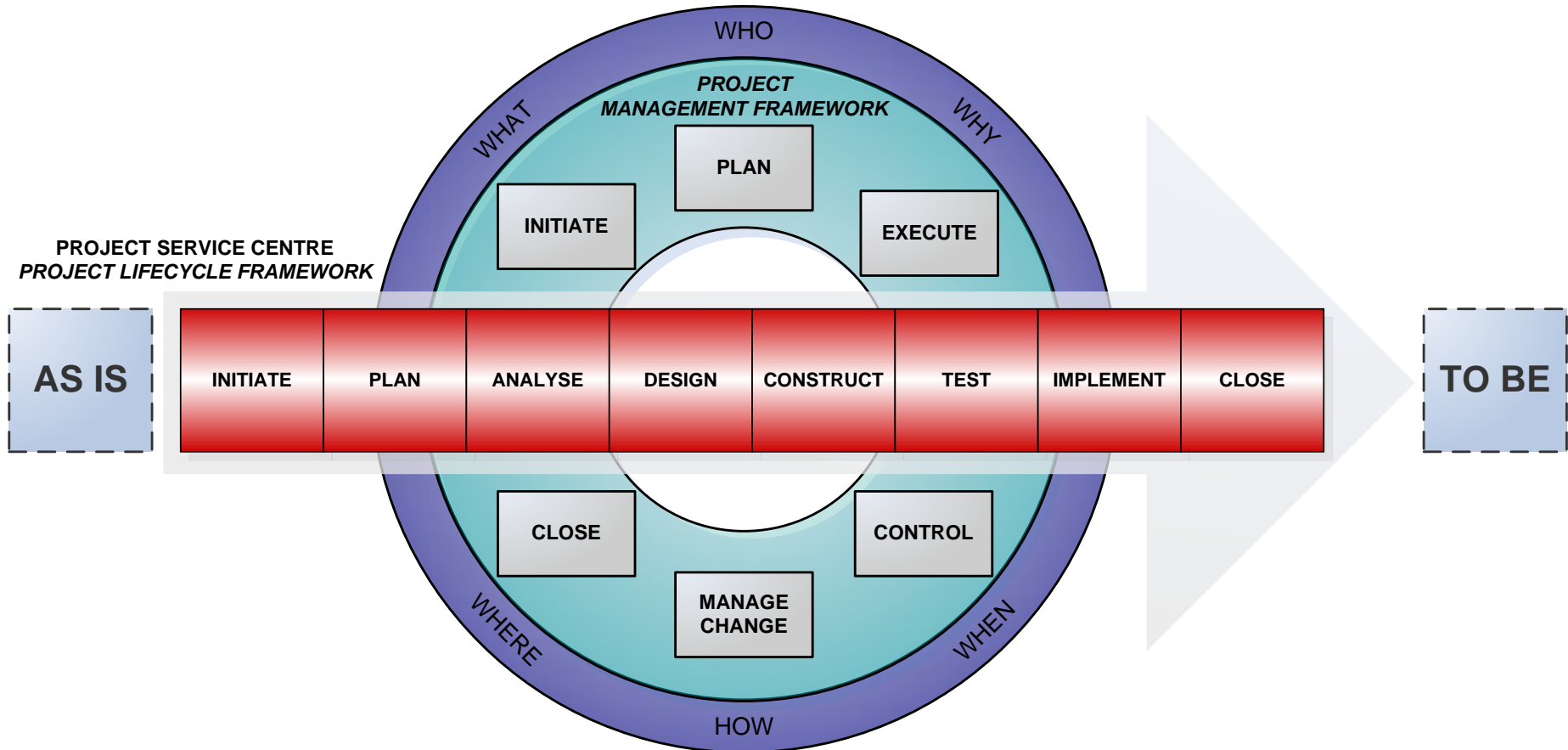...but which path will maximise the quality of the 'TO BE' situation...?

WHO

WHAT

WHY

AS IS
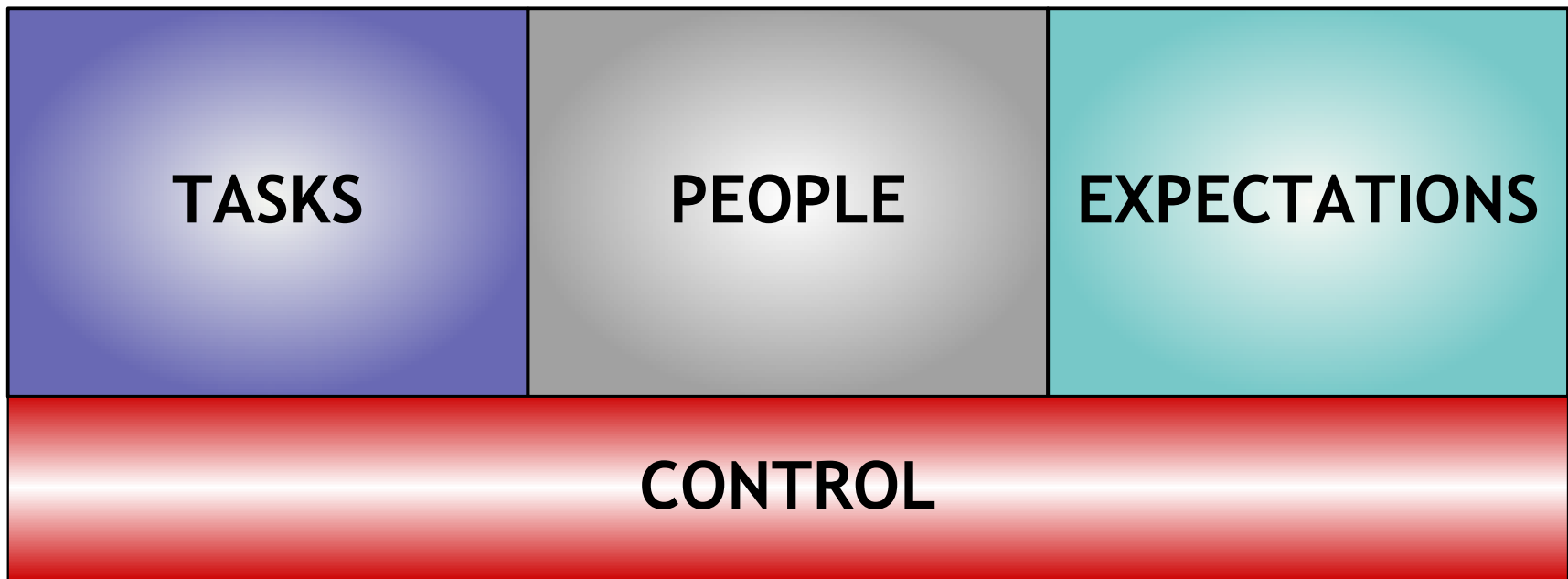
TO BE

WHERE

WHEN

HOW
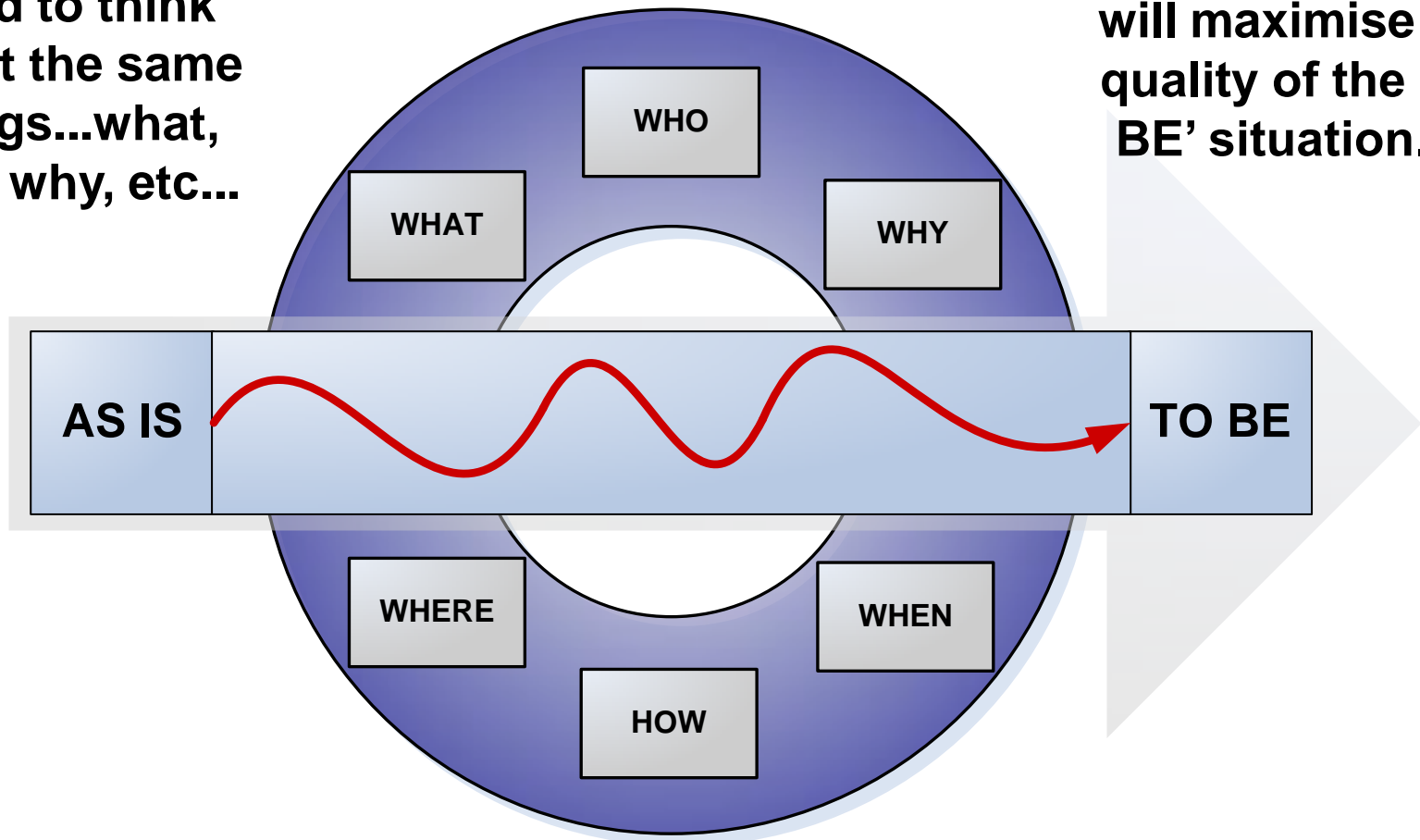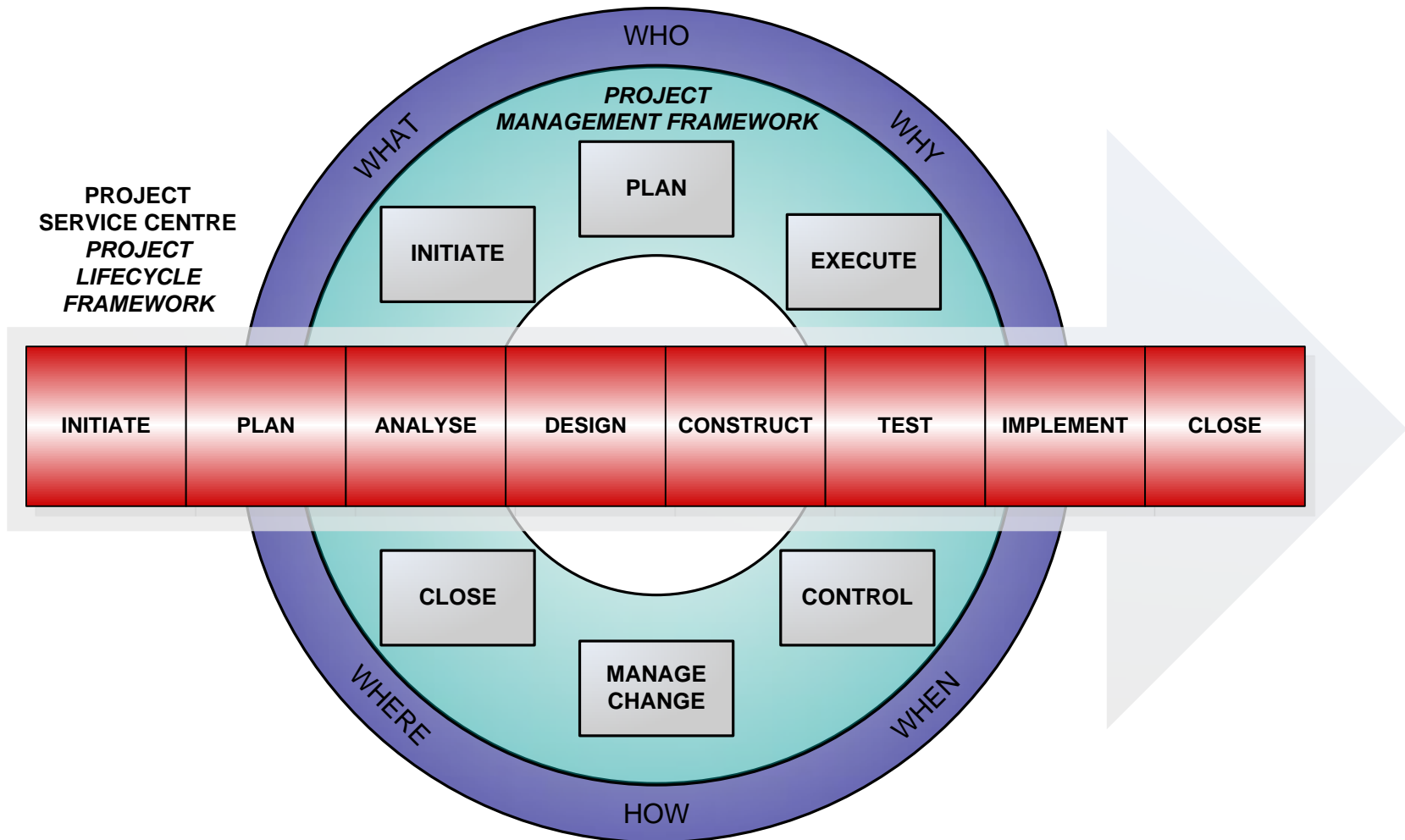
So what is Project Management?

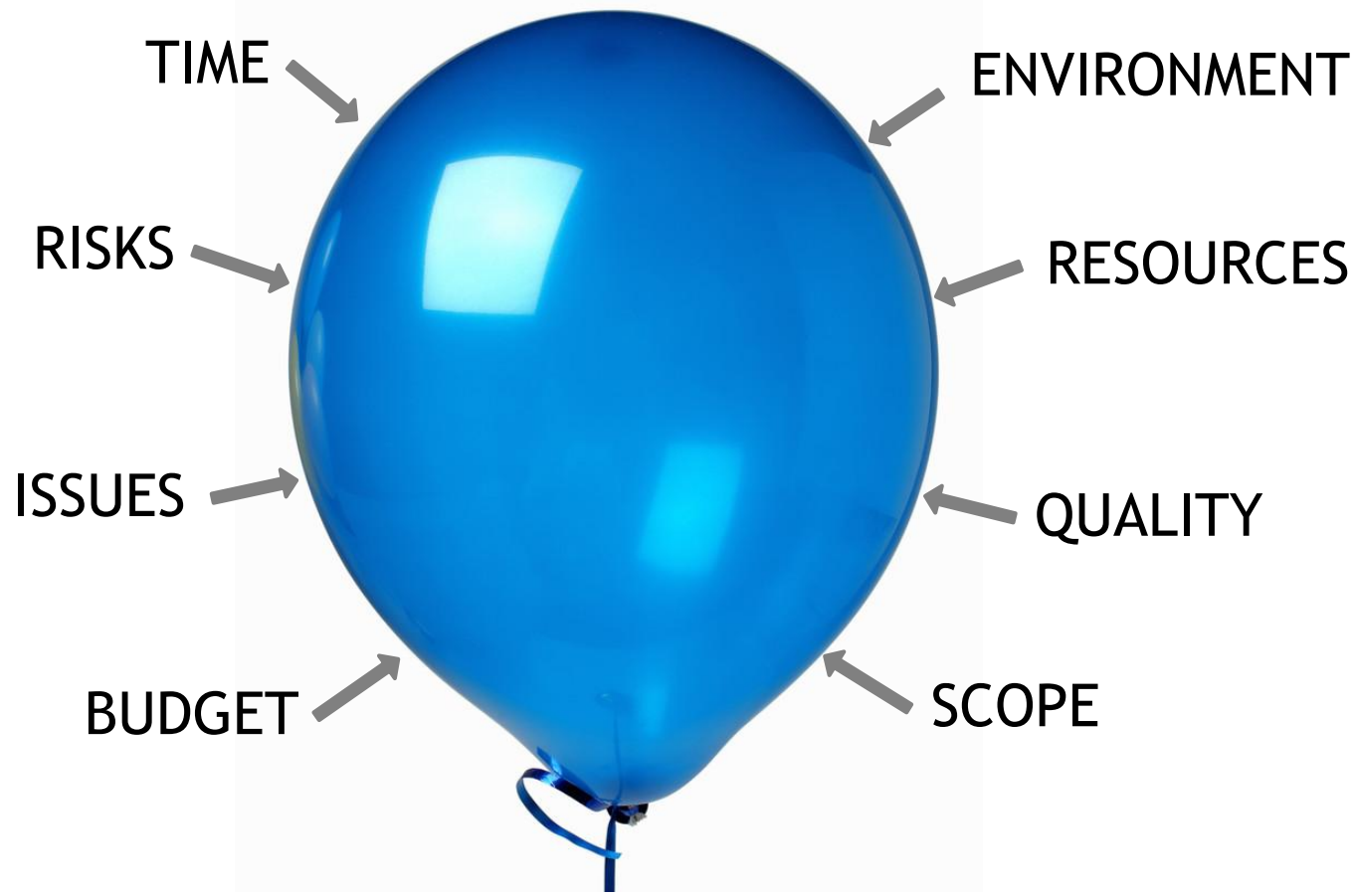Project Management is a structured approach to the delivery of the 'TO BE'.
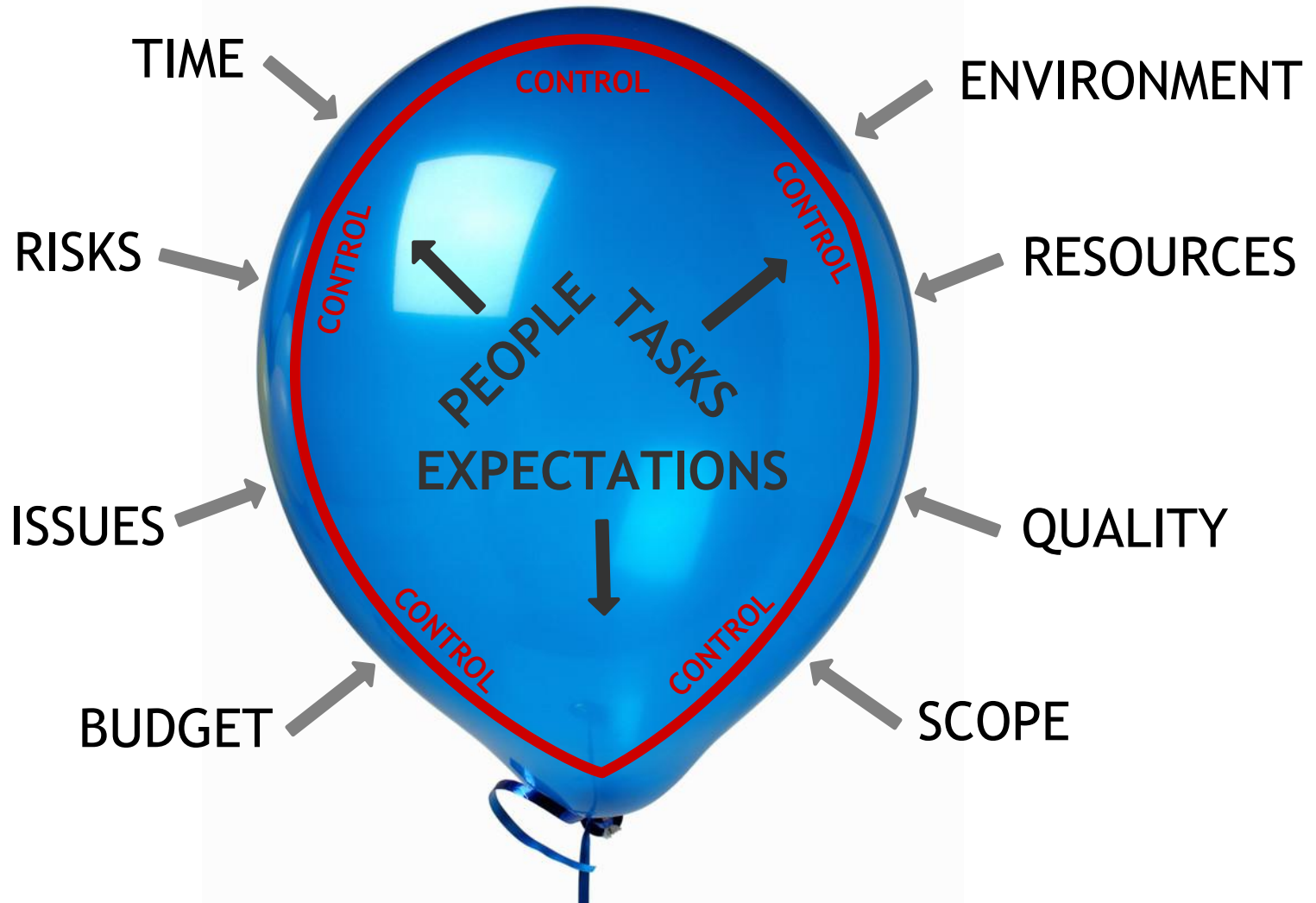
Project Management focuses on 3 Elements...

TASKS	PEOPLE	EXPECTATIONS
CONTROL		

and...

...continually manages pressures associated with a project through planning, analysis and the use of control tools and techniques.


TIME

ENVIRONMENT

RISKS

RESOURCES

ISSUES

QUALITY

BUDGET

SCOPE

What is Project Management?

CHARLES STURT UNIVERSITY

PROJECT SERVICE CENTRE · AUSTRALIA

TIME → ← ENVIRONMENT

RISKS → ← RESOURCES

CONTROL · CONTROL · CONTROL · CONTROL

PEOPLE · TASKS

EXPECTATIONS

ISSUES → ← QUALITY

BUDGET → ← SCOPE

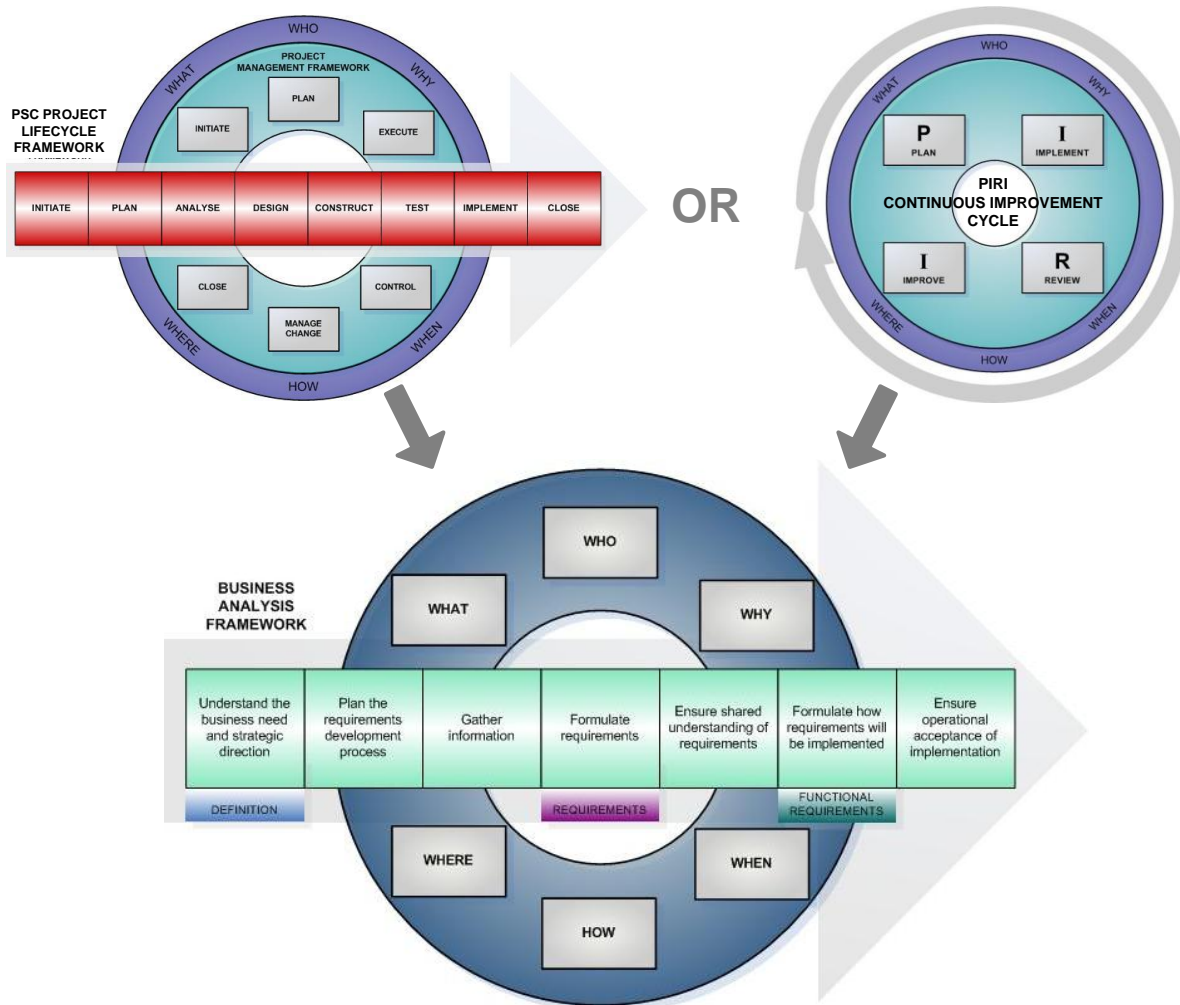# Why are we doing the project / improvement?

Continuous Path to Improvement

The Plan Implement Review Improve (PIRI) Cycle is based on a continuous improvement approach to AS IS > TO BE
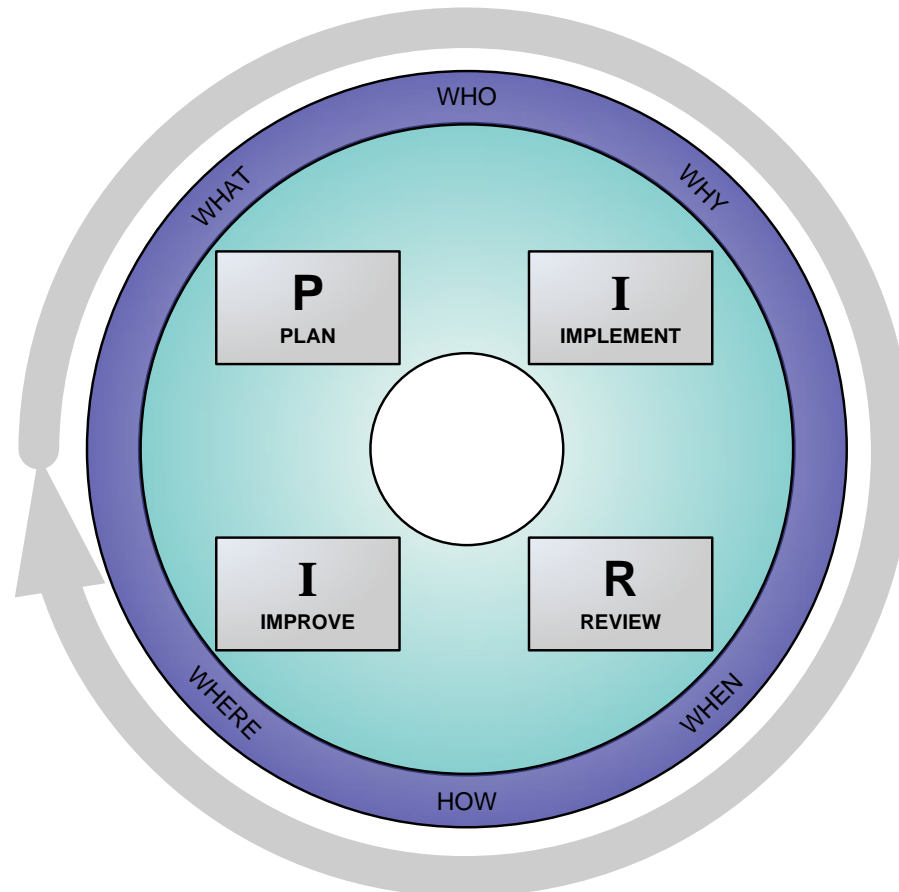
Whether a project framework or continuous improvement cycle is used to achieve 'TO BE'...
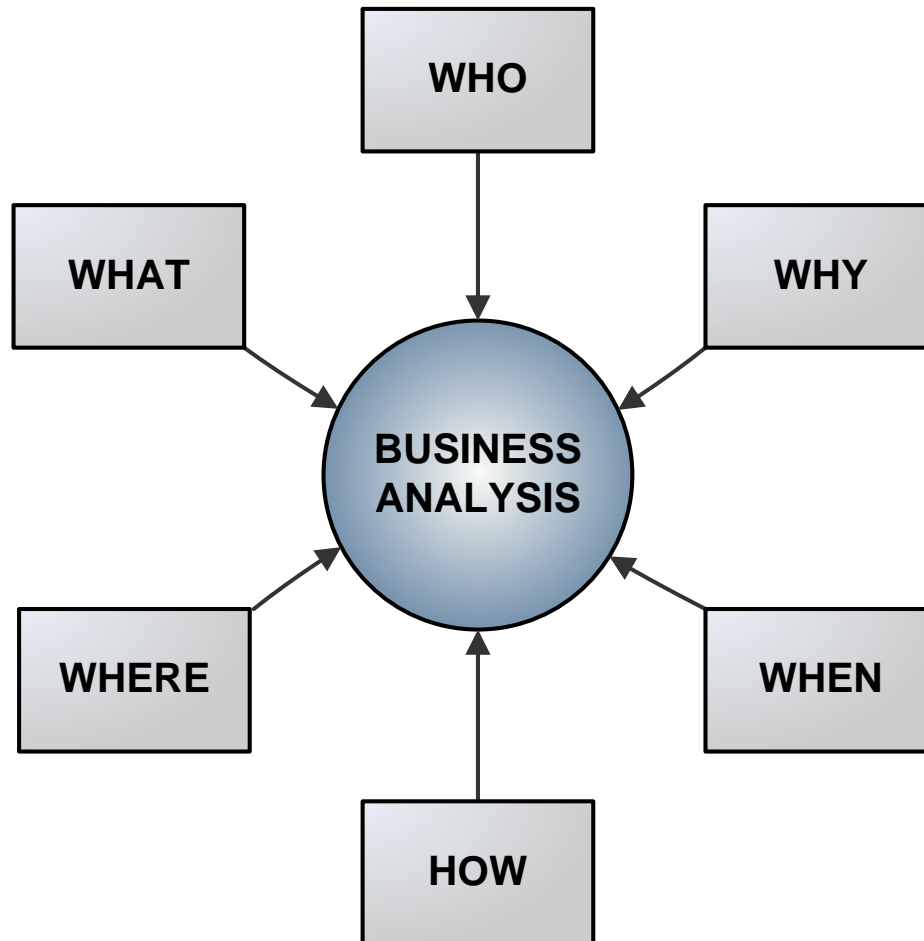

OR

...it is important that business analysis is undertaken to ensure the "Change Intent" is met and that the quality of 'TO BE' is maximised.
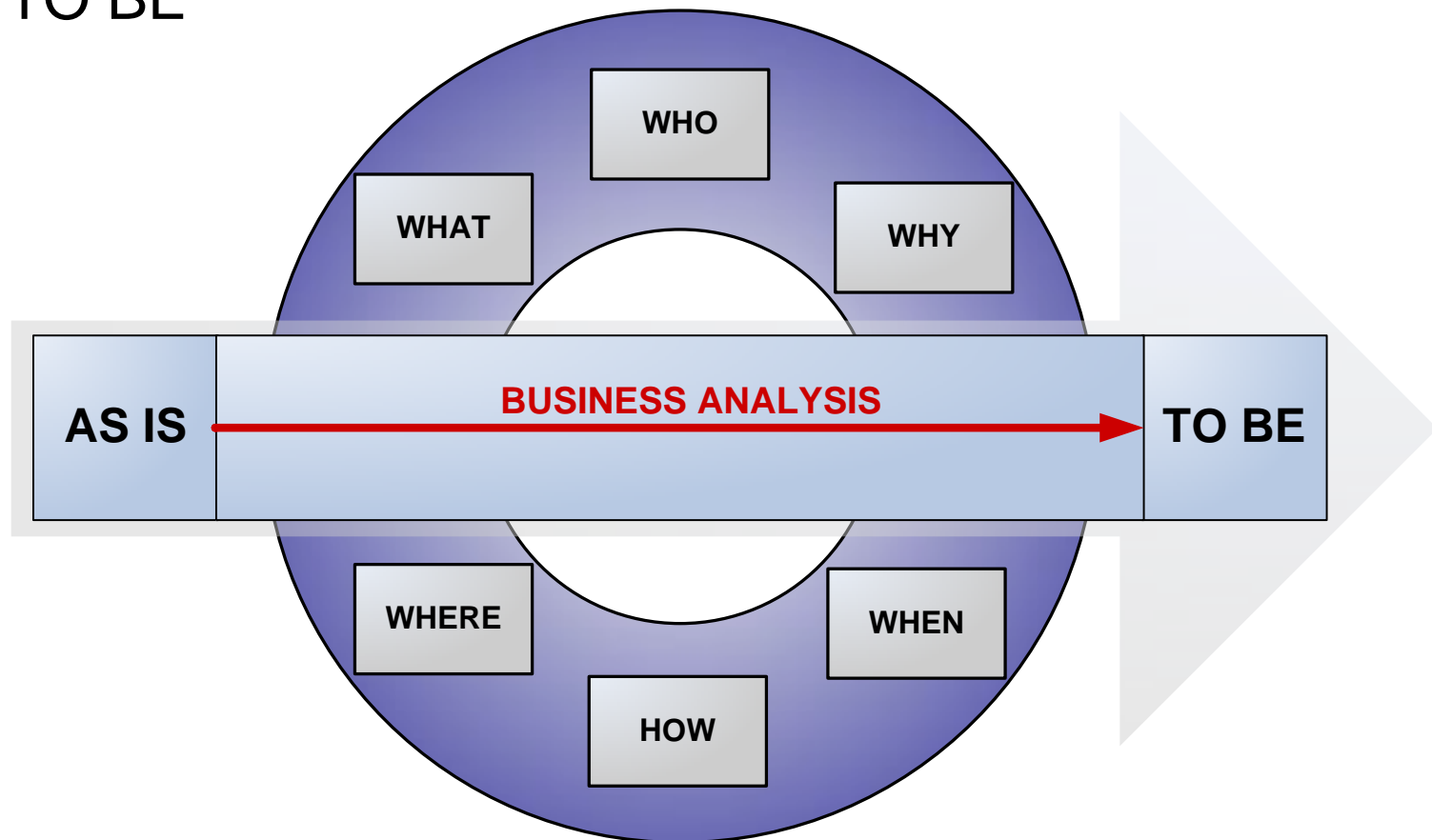
What is Business Analysis?

Business analysis is a mindset that focuses on...

...which are at the core of all the things we need to think about.

So - in short…Business analysis is the conduit between the requested outputs and the solution created to address the identified need – or the conduit between the AS IS > TO BE
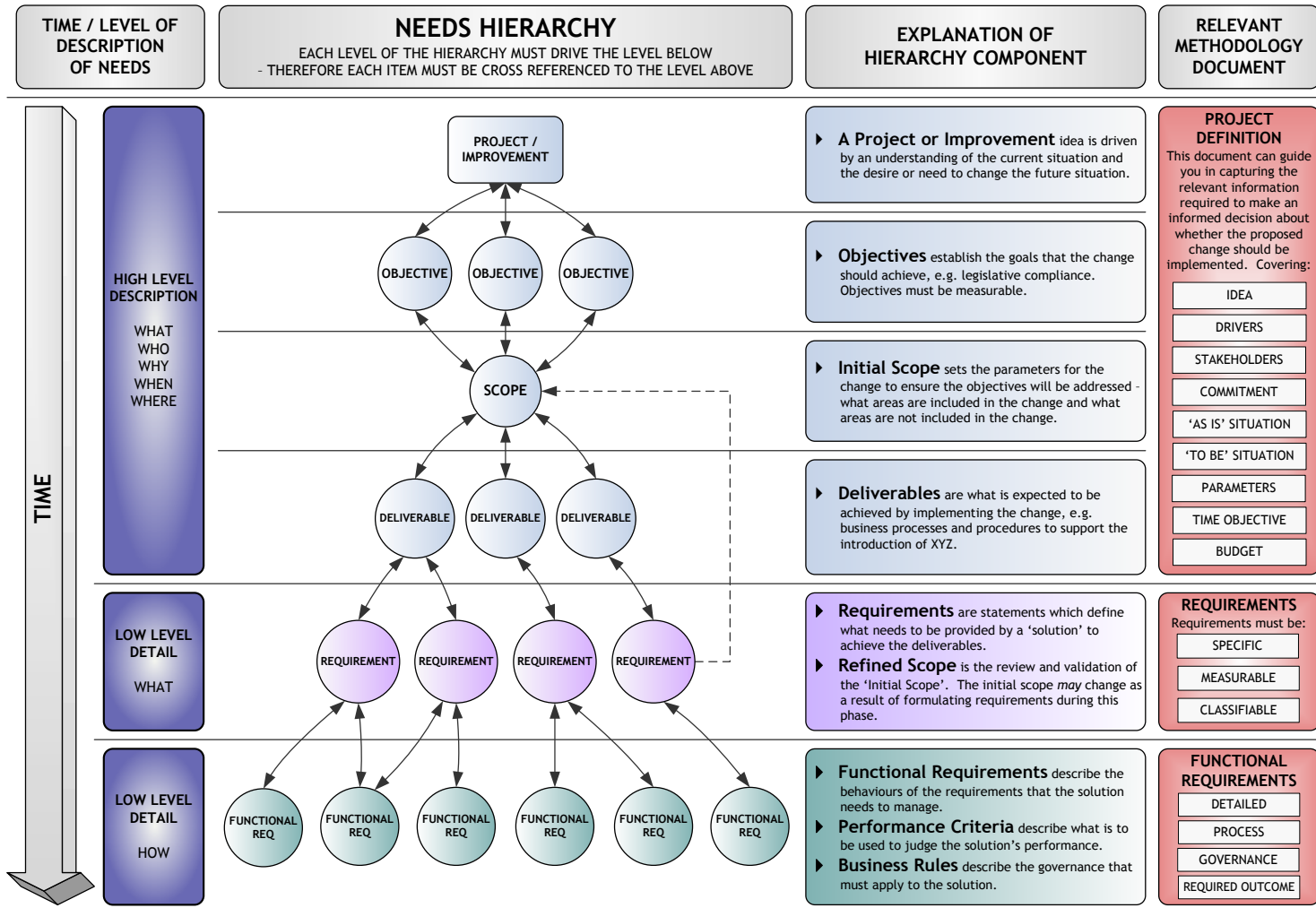
A Business Analysis Framework

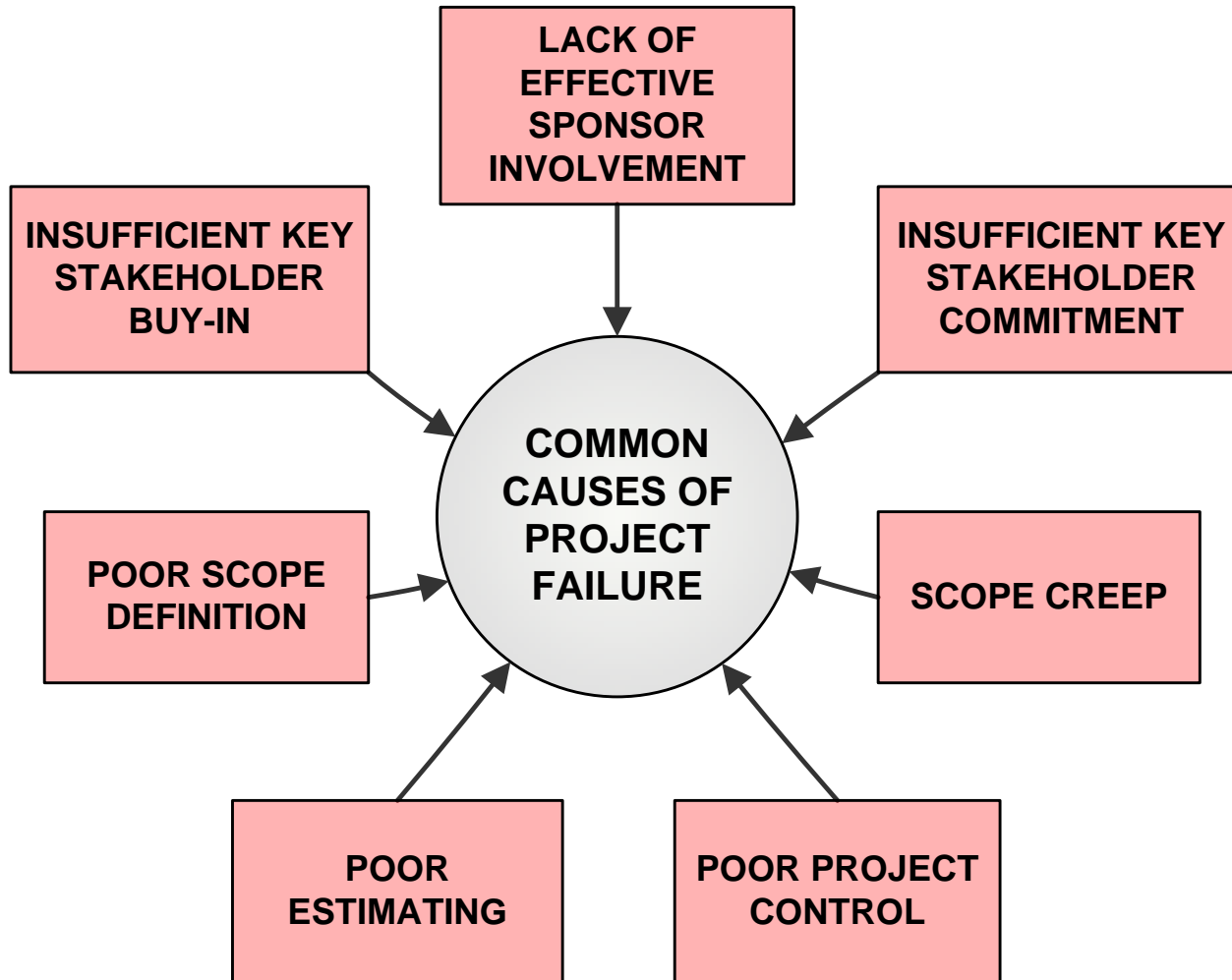...involves a set of activities designed to achieve a quality outcome.
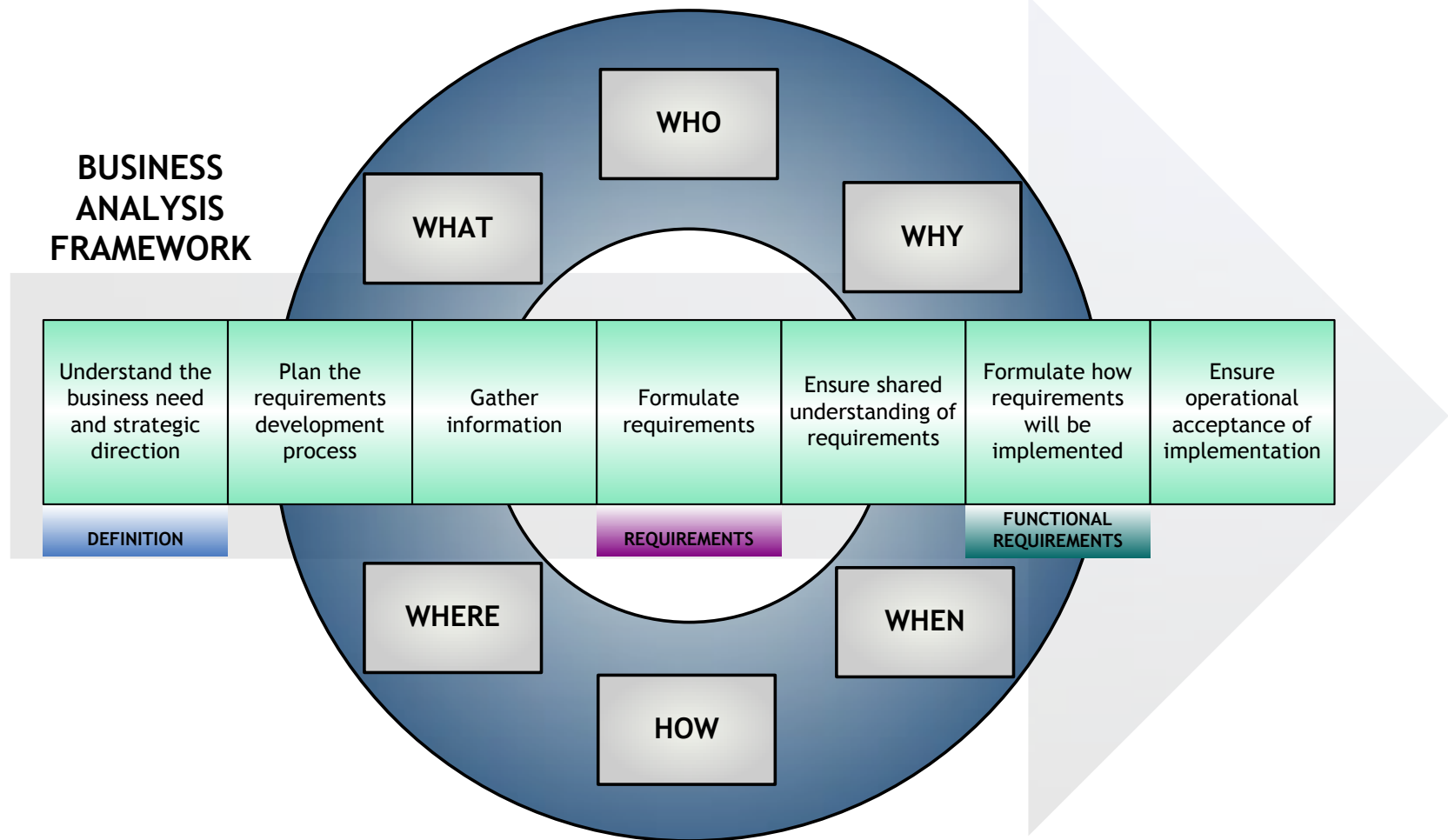
The Needs Hierarchy depicts the relationship
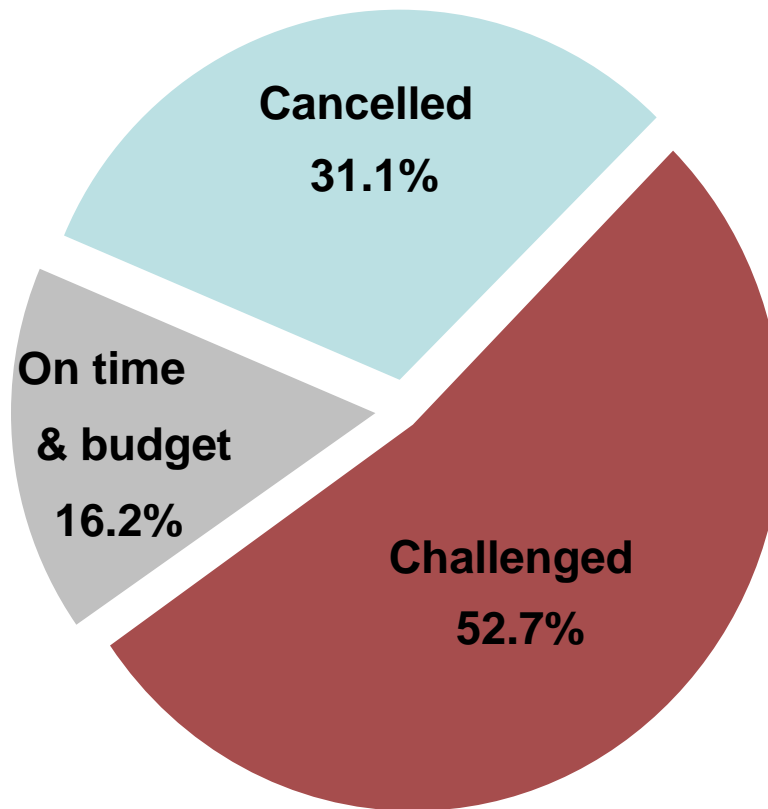## between the business needs which business analysis addresses

TIME / LEVEL OF DESCRIPTION OF NEEDS	NEEDS HIERARCHY EACH LEVEL OF THE HIERARCHY MUST DRIVE THE LEVEL BELOW - THEREFORE EACH ITEM MUST BE CROSS REFERENCED TO THE LEVEL ABOVE	EXPLANATION OF HIERARCHY COMPONENT	RELEVANT METHODOLOGY DOCUMENT

HIGH LEVEL DESCRIPTION

WHAT
WHO
WHY
WHEN
WHERE

LOW LEVEL DETAIL

WHAT

LOW LEVEL DETAIL

HOW

TIME

PROJECT / IMPROVEMENT

OBJECTIVE   OBJECTIVE   OBJECTIVE

SCOPE

DELIVERABLE   DELIVERABLE   DELIVERABLE

REQUIREMENT   REQUIREMENT   REQUIREMENT   REQUIREMENT

FUNCTIONAL REQ   FUNCTIONAL REQ   FUNCTIONAL REQ   FUNCTIONAL REQ   FUNCTIONAL REQ   FUNCTIONAL REQ

▶ **A Project or Improvement** idea is driven by an understanding of the current situation and the desire or need to change the future situation.

▶ **Objectives** establish the goals that the change should achieve, e.g. legislative compliance. Objectives must be measurable.

▶ **Initial Scope** sets the parameters for the change to ensure the objectives will be addressed - what areas are included in the change and what areas are not included in the change.

▶ **Deliverables** are what is expected to be achieved by implementing the change, e.g. business processes and procedures to support the introduction of XYZ.

▶ **Requirements** are statements which define what needs to be provided by a 'solution' to achieve the deliverables.
▶ **Refined Scope** is the review and validation of the 'Initial Scope'. The initial scope *may* change as a result of formulating requirements during this phase.

▶ **Functional Requirements** describe the behaviours of the requirements that the solution needs to manage.
▶ **Performance Criteria** describe what is to be used to judge the solution's performance.
▶ **Business Rules** describe the governance that must apply to the solution.

PROJECT DEFINITION
This document can guide you in capturing the relevant information required to make an informed decision about whether the proposed change should be implemented. Covering:

| IDEA |
| DRIVERS |
| STAKEHOLDERS |
| COMMITMENT |
| 'AS IS' SITUATION |
| 'TO BE' SITUATION |
| PARAMETERS |
| TIME OBJECTIVE |
| BUDGET |

REQUIREMENTS
Requirements must be:

| SPECIFIC |
| MEASURABLE |
| CLASSIFIABLE |

FUNCTIONAL REQUIREMENTS

| DETAILED |
| PROCESS |
| GOVERNANCE |
| REQUIRED OUTCOME |

Most projects fail to deliver to the basic criteria of on time and budget…

Cancelled 31.1%

On time & budget 16.2%

Challenged 52.7%

Results of analysis of 8380 projects in 365 organisations

Fifteen reasons for projects failing

Project Mgr View	Senior Mgr/ Sponsor View	Reason	Project Mgr View	Senior Mgr/ Sponsor View	Reason
		Insufficient planning			Staffing problems
		Unrealistic project plan			Technical complexities
		Project scope underestimated			Priority changes
		Customer/management changes			No team commitment
		Insufficient contingency planning			Uncooperative support groups
		Inability to track progress			Sinking team spirit
		Inability to detect problems early			Unqualified project personnel
		Insufficient checkpoints			

Fifteen reasons for projects failing					
Project Mgr View	Senior Mgr/ Sponsor View	Reason	Project Mgr View	Senior Mgr/ Sponsor View	Reason
1	10	Insufficient planning	9	4	Staffing problems
2	3	Unrealistic project plan	10	2	Technical complexities
3	8	Project scope underestimated	11	6	Priority changes
4	1	Customer/management changes	12	10	No team commitment
5	14	Insufficient contingency planning	13	12	Uncooperative support groups
6	13	Inability to track progress	14	7	Sinking team spirit
7	5	Inability to detect problems early	15	15	Unqualified project personnel
8	9	Insufficient checkpoints			

Successful?

➢ From who's perspective?

➢ The product or the project?

➢ How and when is this measured?

Where do I start?

You have been appointed to manage the project – so what next??????

Process	Description	Outputs

1. Sponsor/Owner Engagement:	•Familiarisation with the idea and research
	•Meet with Sponsor/Owner to determine
	  – Project / Improvement name
	  – Objectives of the Project / Improvement
	  – What you will work on and not work on
	  – Determine Deliverables
	  – Ask who should be involved
	  – Determine Steering committee nominations
		Notes that should be verified by the Sponsor/Owner to ensure shared understanding

2. Stakeholder Context:	• Complete an initial Stakeholder Map • Confirm with Sponsor	Stakeholder Map

Who should be involved?

WHO - Stakeholders

▸ Stakeholder Maps are a simple method to identify who needs to be involved in a project or improvement

▸ It is a living diagram which should be revisited throughout the life of the project or improvement
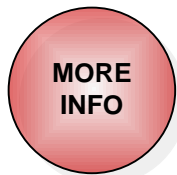
MORE INFO yourCSU

http://www.csu.edu.au/staff/yourcsu/who_stakeholders.html

FACULTY STAKEHOLDER MAP

Exercise

Customers | Recipient of a product output (service, product, information)

Partners | Partners include those that are jointly engaged in the delivery of the product

Governance | the systems and processes in place for ensuring proper accountability and openness in the conduct of the University's business.

Service Providers / Enablers | Provides resources and support mechanisms to enable the product delivery

WHO - Roles and Responsibilities

➢ **The Sponsor** is the owner of the Project and provides funds to the project

➢ **A Project Manager** is responsible for meeting the client's requirements such that the project's outputs are fit for purpose and are delivered within the agreed timeframe and cost.

➢ **A Business Analyst** is the conduit between those requesting the outputs of a project (the project sponsor and clients) and those who are required to create the outputs (the project team).

➢ **A Business Expert** provides business expertise, the business rules and guidance on how the business operates to the project

➢ **Key Stakeholders** are any people who have an interest in the project. They may be individuals or groups.

➢ **The Steering Committee** is responsible for ensuring the outcomes of the project are met in accordance with the Project Definition.

➢ **Project Team Members** are made up of a number of technical and administrative personnel and may not fall into the category of a business expert or business analyst.

What should I do next?

You have been appointed to manage the project – so what next??????

Process	Description	Outputs
3. Kick Off / Rapid Planning (RAP) Session:	• Arrange Kick Off / RAP Session with representatives from areas identified in the initial Stakeholder Map • Organise agenda and expected outcomes • Deliver Kick Off / RAP Session	• Agenda • Stakeholders • Knowledge
4. Outputs review:	• Document raw outputs from Kick Off / RAP Session and have attendees verify content • Distribute final outputs to Sponsor/Owner and Steering committee for comment and feedback	• Scope • Objectives • Deliverables • Risks/Issues • Dependencies
5. Project Definition:	• Populate Project definition template from Kick Off / RAP Session feedback and subsequent discussions • Circulate to steering committee for signoff	• Project Definition Document

WHAT - Interview or Workshop?

Interview when:

▸ requirements are detailed

▸ requirements cover many areas of knowledge that have specific individuals who are the experts

▸ differing opinions are likely or are sought

Workshop when:

▸ requirements are high level

▸ requirements are focused on one area of business in which the participants have knowledge

▸ consensus is being sought

▸ All stakeholders are available

Remember –
be aware of your objectives

WHAT - Sample Agenda

Objective: *To discuss the requirements surrounding the "AS IS" to "TO BE"*

Welcome and introductions	What factors will impact the project?
Set the scene	Brainstorm future approach
Glossary of terms	Review what's in and what's out of scope
What do we want to achieve?	What are the next steps?
Who is going to be involved?	Identify working party
How will this change the current model?	Delegate activities
What needs to be done?	Schedule next meeting
Identify issues & risks	Wrap – up

Next Steps
1. Document Discussion outcomes
2. Distribute minutes for comments and actioning
3. Complete Project Definition
4. Continue Business/project requirements articulation

Remember –

be aware of your "objectives"

Workshop Execution
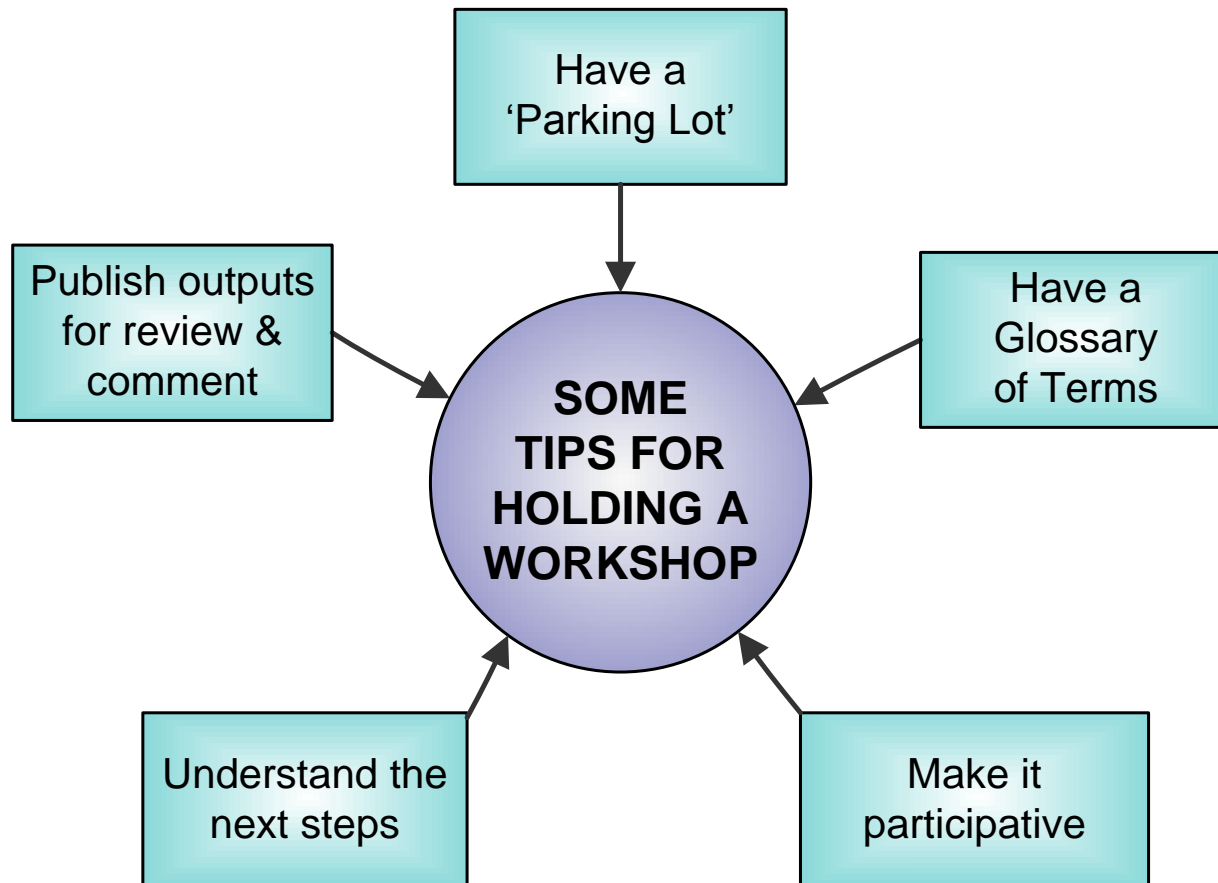
The Needs Hierarchy
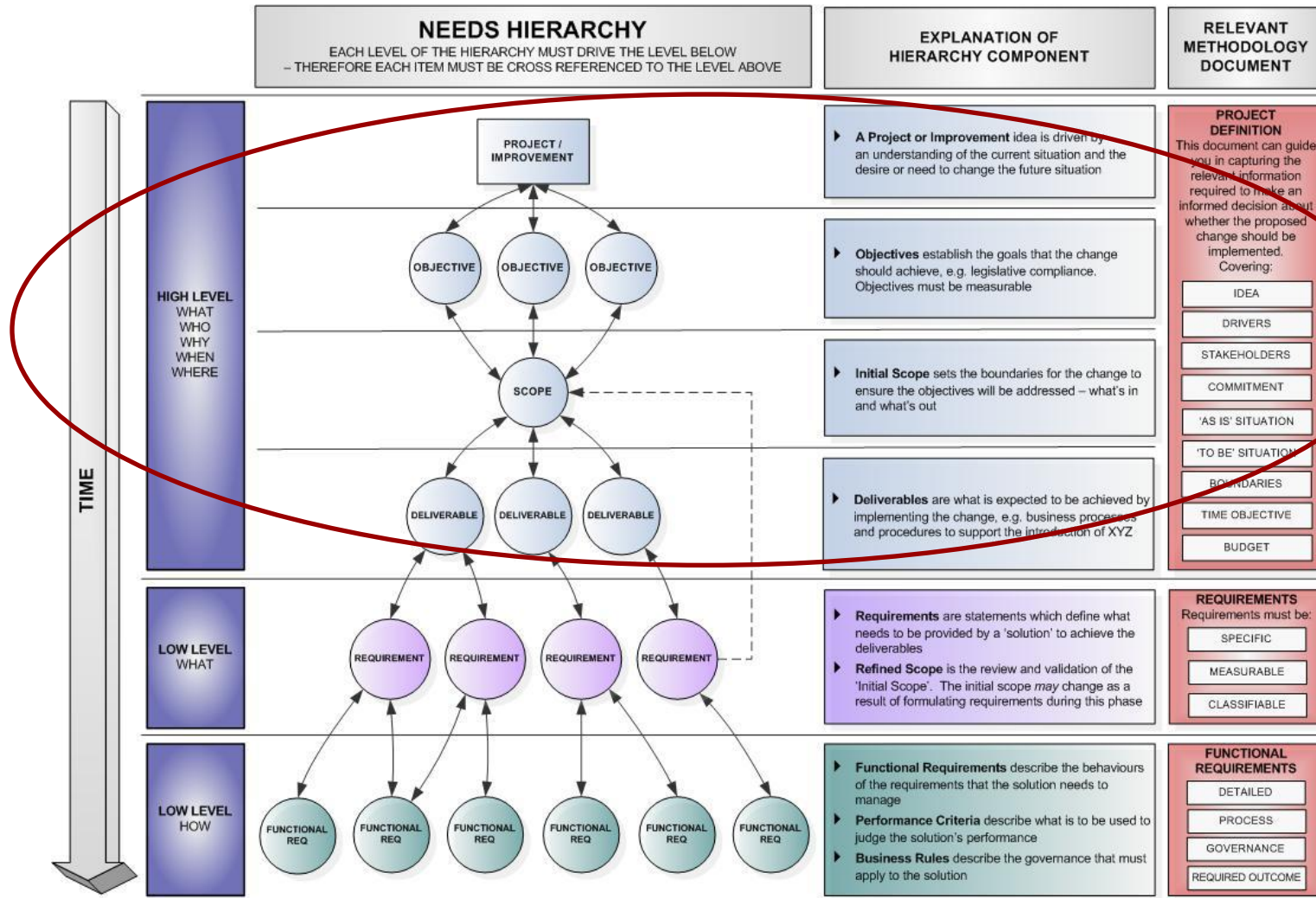
When do we do it?

Five Project Management Processes*

Process	Description
1. **Project Initiation:**	defining and authorising the project or phase
2. **Project Planning:**	defining and refining objectives and seeking the best of alternative courses of action to attain these
3. **Project Execution:**	carrying out the project plan by executing the activities therein
4. **Project Controlling:**	ensuring project objectives are met by monitoring and measuring progress regularly and taking corrective action when needed
5. **Project Closure:**	formalising acceptance of the project or phase and bringing it to an orderly end

*Adapted from PMBOK 2000

A Project Management Process

is an example of a project path to improvement.
Below is the CSU *Project Lifecycle / Project Management Framework*
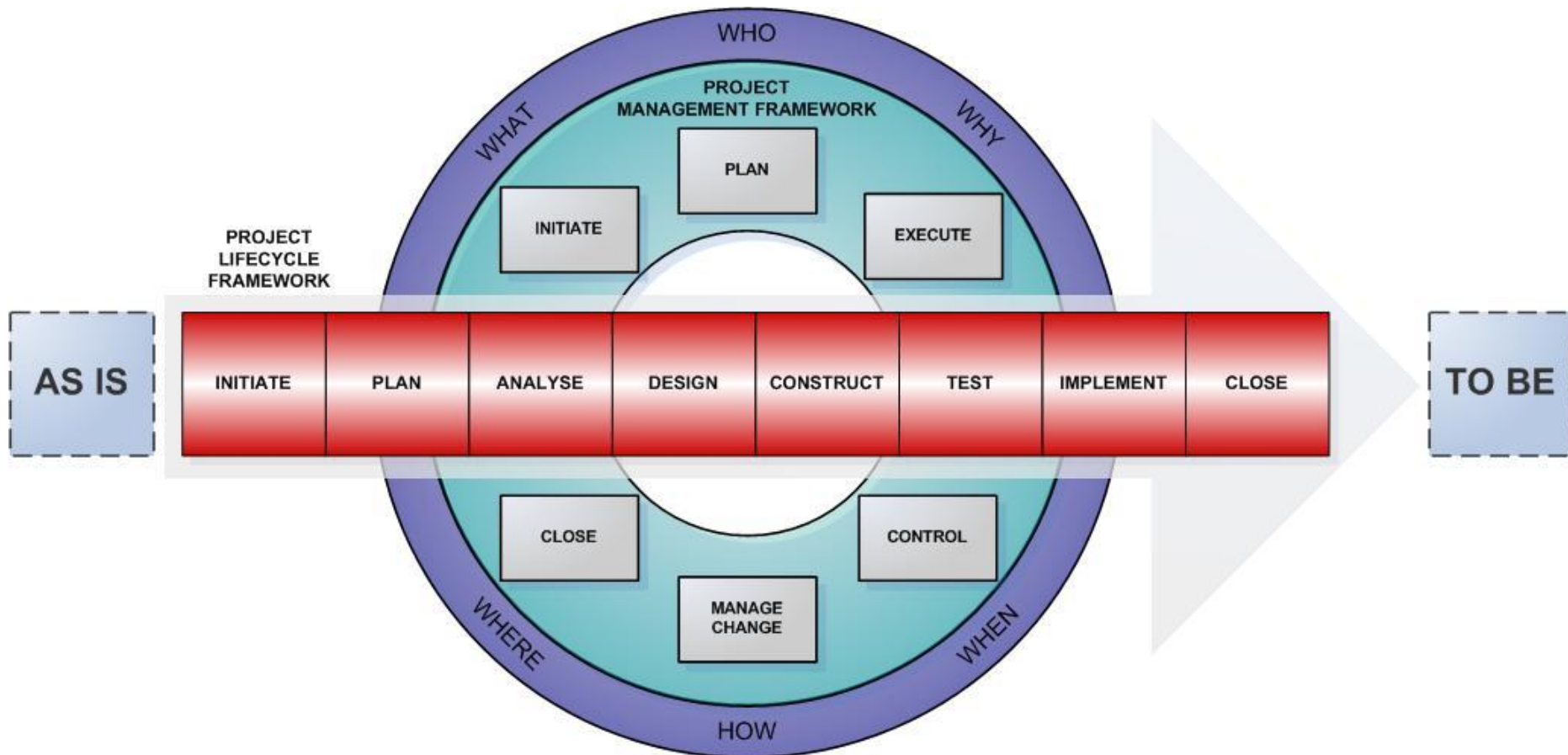
Project Phases & Effort

Overlap of Process Groups in a Phase
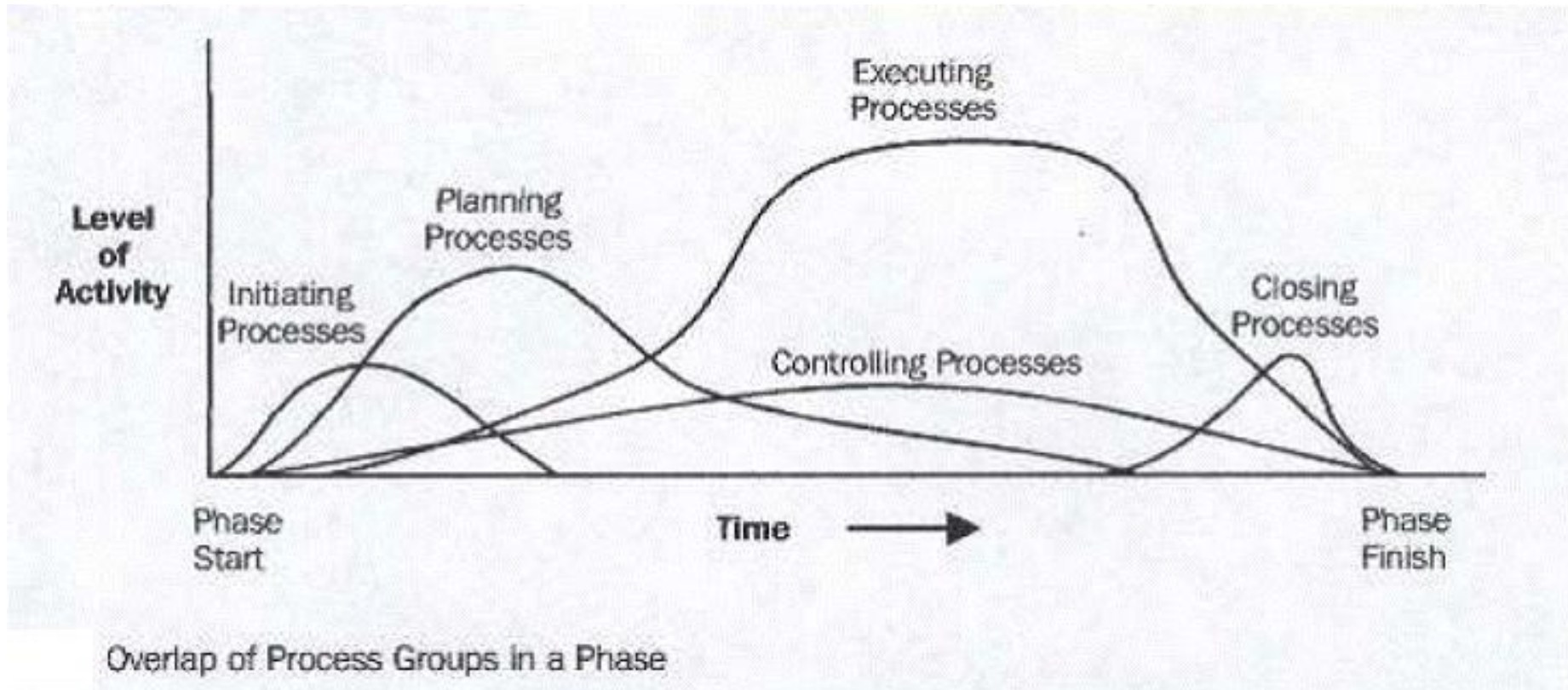
How do we manage it?

Project Management is…

the management of these elements:
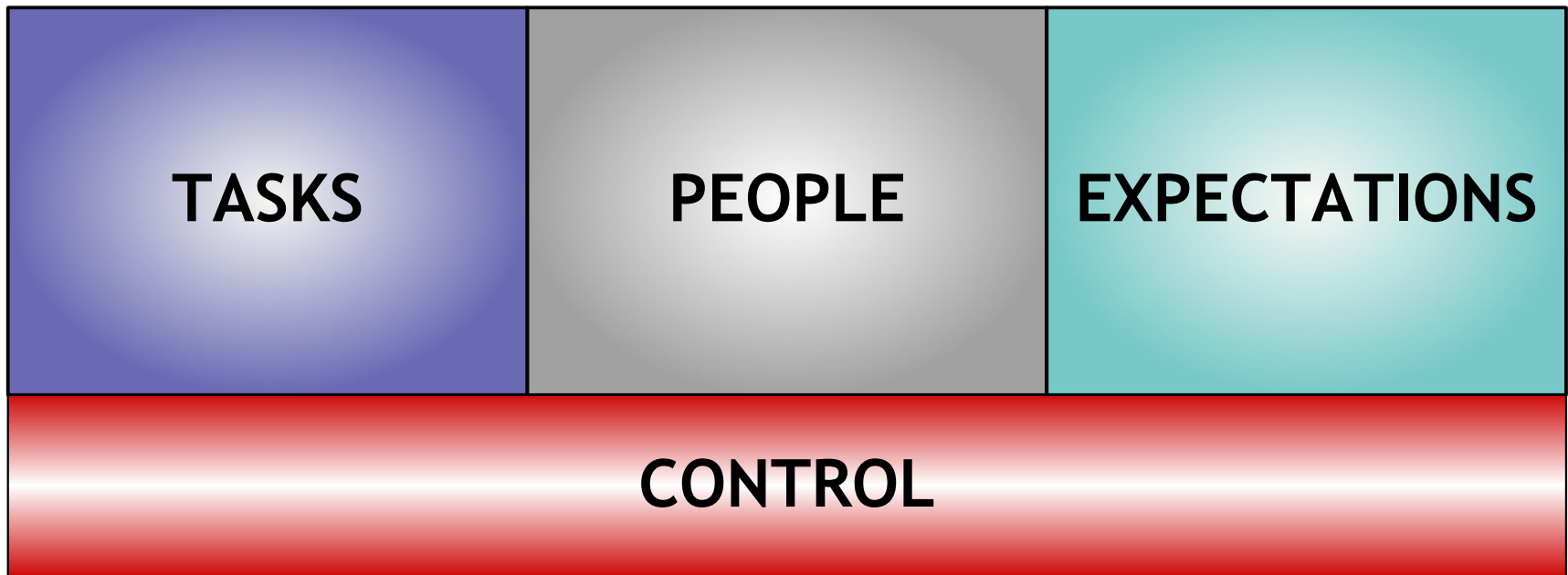
TASKS	PEOPLE	EXPECTATIONS
CONTROL		
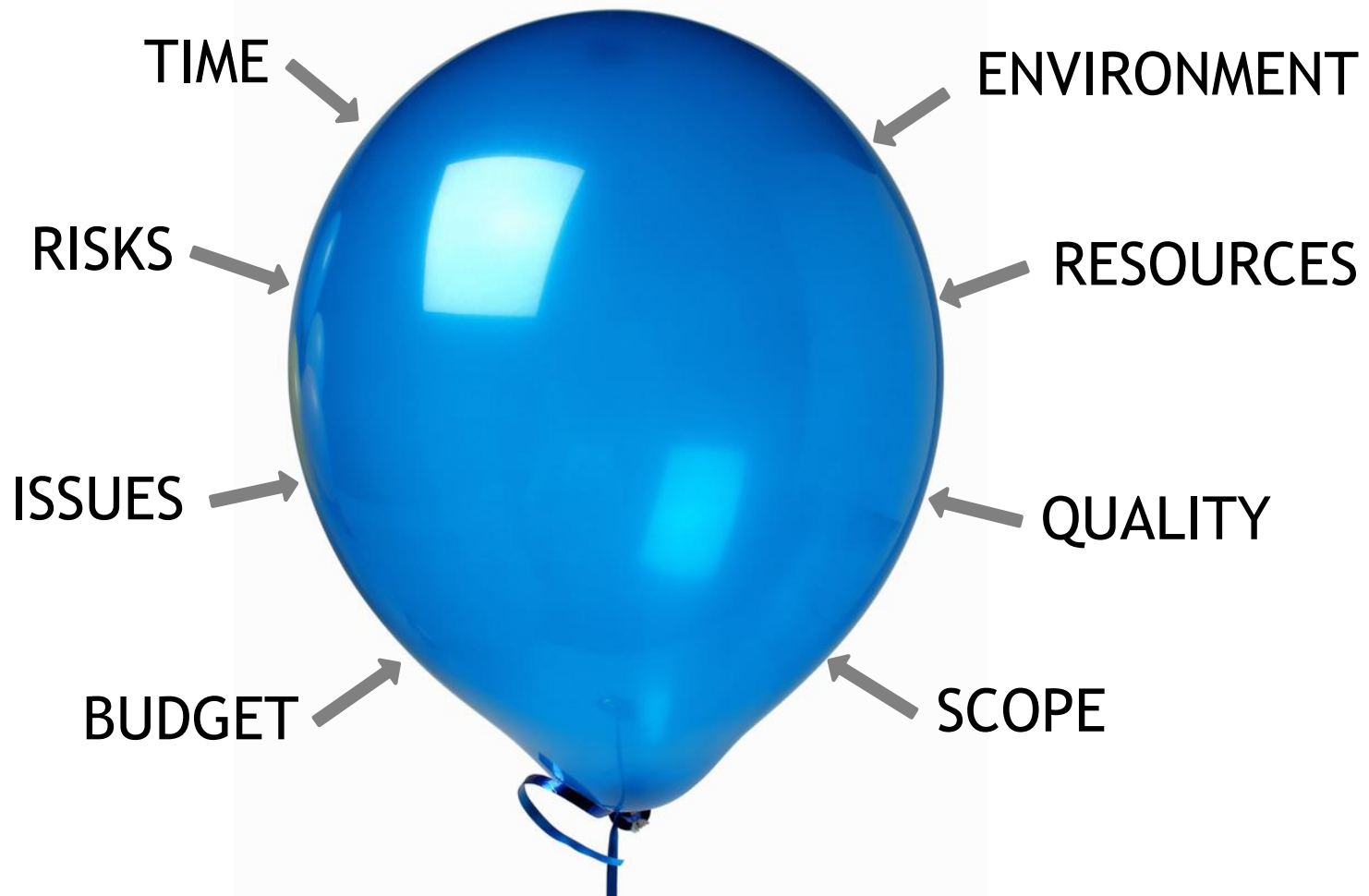
What is Project Scope?

▶ **Initial Scope** sets the parameters for the change to ensure the objectives will be addressed – what areas are included in the change and what areas are not included in the change.

PROJECT DEFINITION DOCUMENT

▶ **Refined Scope** is the review and validation of the 'Initial Scope'. The initial scope *may* change as a result of formulating requirements during this phase.

PROJECT REQUIREMENTS DOCUMENT

Managing the Project Scope

➢ "Scope creep" occurs if project work does not address the Scope items which are captured in the Project Definition (refer to Needs Hierarchy).

➢ "Out of Scope" items assist in managing expectations and tasks.

➢ Project Managers are required to ensure that all tasks performed by the project is "In Scope" and work that is "Out of Scope" is not performed.

➢ If the Scope needs to change, the Project Manager uses a "Change Request" to identify what impact the Scope change will have on the original plan.

➢ Change Requests must be authorised by the Project Sponsor/Owner.

➢ Maintain a Change Request Register to manage overall project expectations.

Tools, Templates & Resources

Project Lifecycle Framework ➔

Tools, Templates and Resources are all found at:
www.csu.edu.au/division/psc

Project Control Kit ➔

CSU Project Service Centre — CHARLES STURT UNIVERSITY

Home
Staff
Services
Project Registry
Project Lifecycle Framework
Roles and Responsibilities
PSC Planning
PM Guides
PM Framework
Assignments
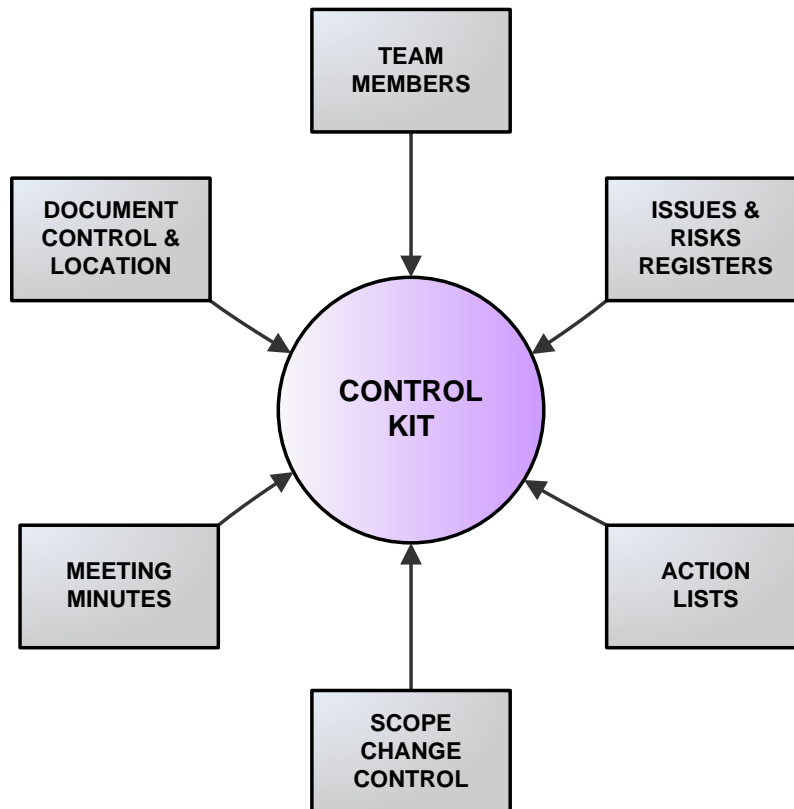Secondments
FAQ
CONTACT CSU
PSC Feedback
General CSU Contacts

enter query

Project Management Templates & Tools

	Document / Tool	Comment
Project Documents	Project Definition [Word]	Description of the project, project objectives and expected outcome
	Project Requirements [Word]	High level & measurable needs and requirements to deliver on project objectives / outcomes
	Project Schedule [MS Project]	Collection of tasks, activities and resources to deliver on agreed project scope, needs and requirements
	Solution Recommendation [Word]	Document for presentation to the steering committee for approval on recommended solution
	Functional Requirements [Word]	Lower level needs and requirements that are measurable in supporting the delivery of the project objectives / outcomes
	Business Case [Word]	Document to support financial rationale of project and expected outcomes
Project Toolkit *For every project*	Steering Committee Meeting Minutes [Word]	Record of regular steering committee meeting outcomes and actions, including decisions on project recommendations
	Project Status Report [Word]	Monthly report of project status for steering committee meeting & the Project Management Office
	Project Team Meeting Minutes [Word]	Record of regular project meeting actions and links to registers
	Change Request Form [Word]	Document that articulates impact of each project scope change on project deliverable
	Project Control Kit [MS Excel]	A checklist of required project artefacts
	▪ Project Checklist	Definitive source of outstanding project tasks allocated to specific resources
	▪ Action Item Register	
	▪ Issues Register	Definitive sources of issues that effect the project and must be addressed
	▪ Risk Register	Definitive sources of possible risks that may impact the project outcome
	▪ Change Request Register	Register of agreed changes to scope made by the steering committee from project team recommendations

The Control Kit

▸ The Control Kit provides a means of managing the project / improvement

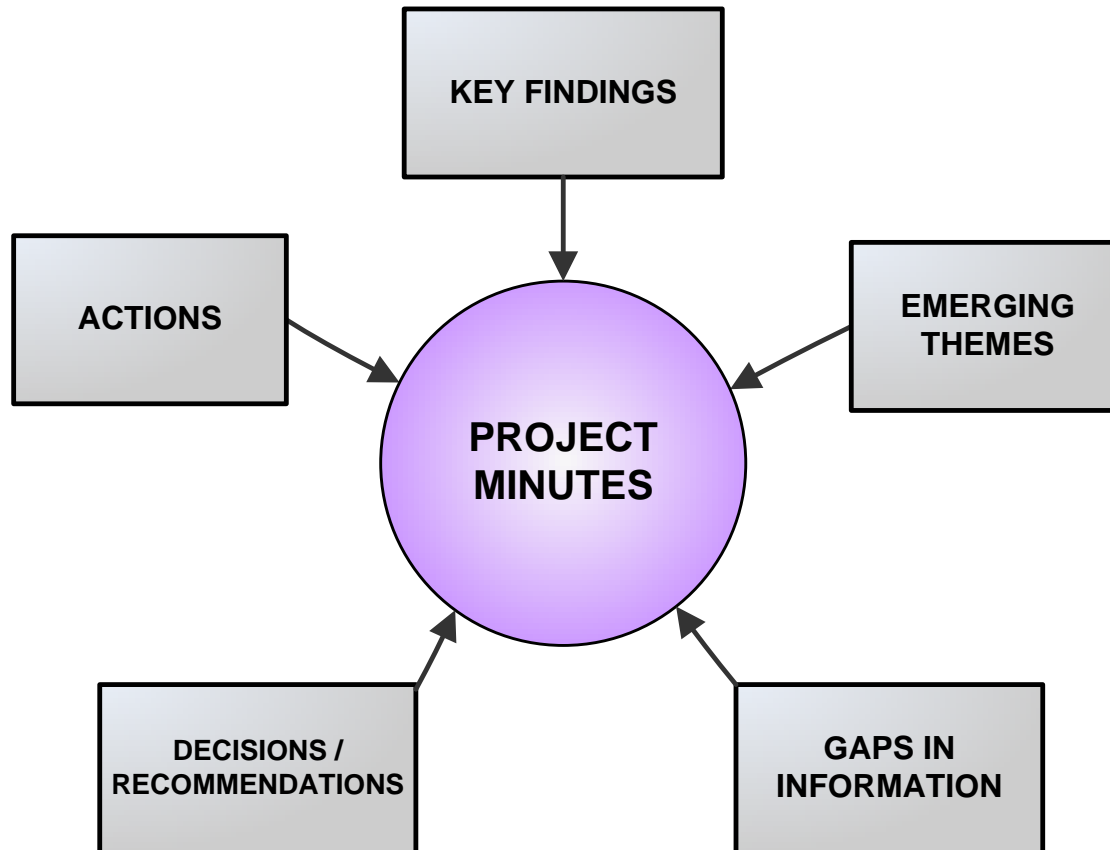▸ It also provides team members with a one-stop shop for information

TEAM MEMBERS

DOCUMENT CONTROL & LOCATION

ISSUES & RISKS REGISTERS

CONTROL KIT

MEETING MINUTES

ACTION LISTS

SCOPE CHANGE CONTROL

An ISSUE is something that HAS happened AND NEEDS TO BE ADDRESSED
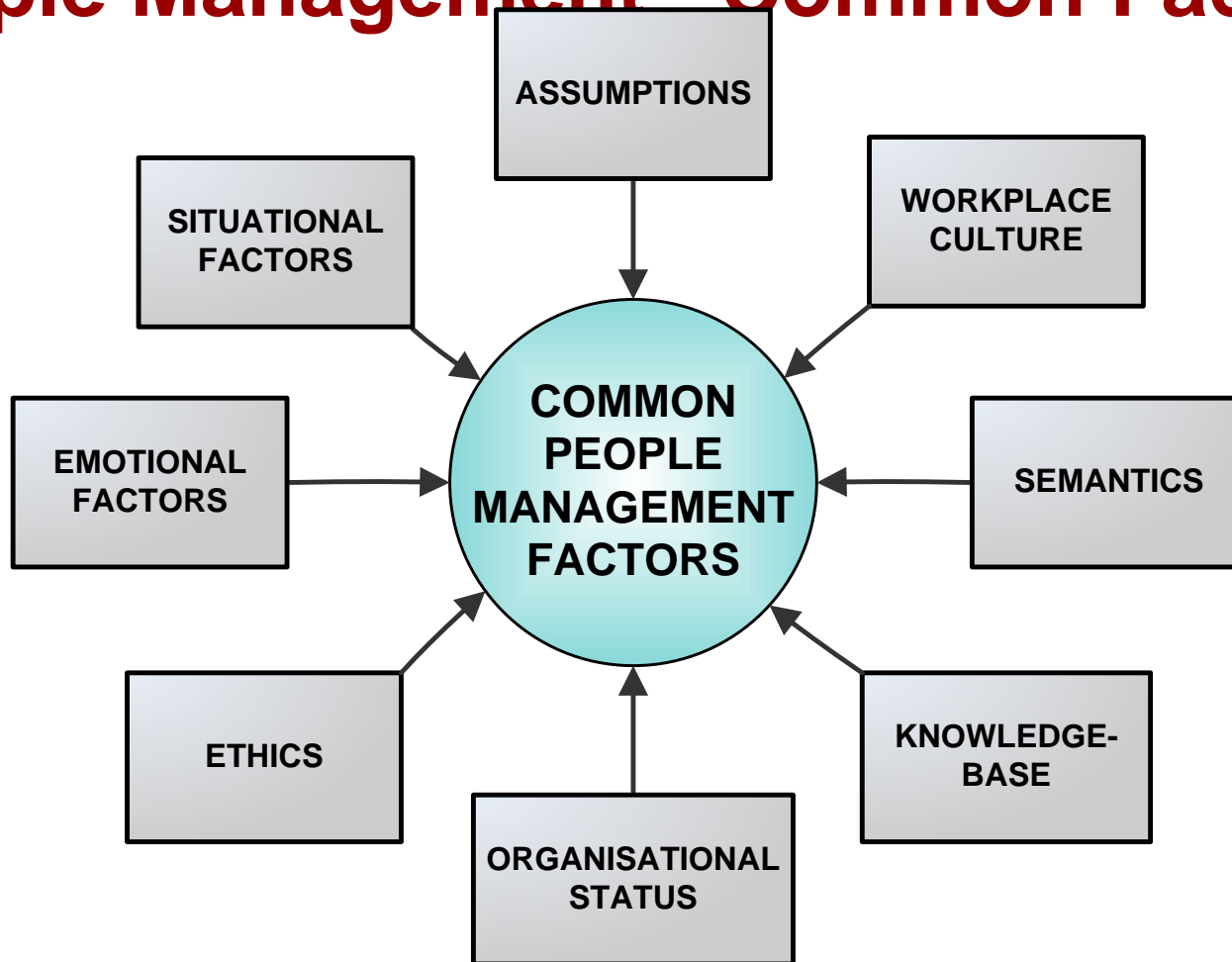
A RISK is something that MAY happen

Team Meetings
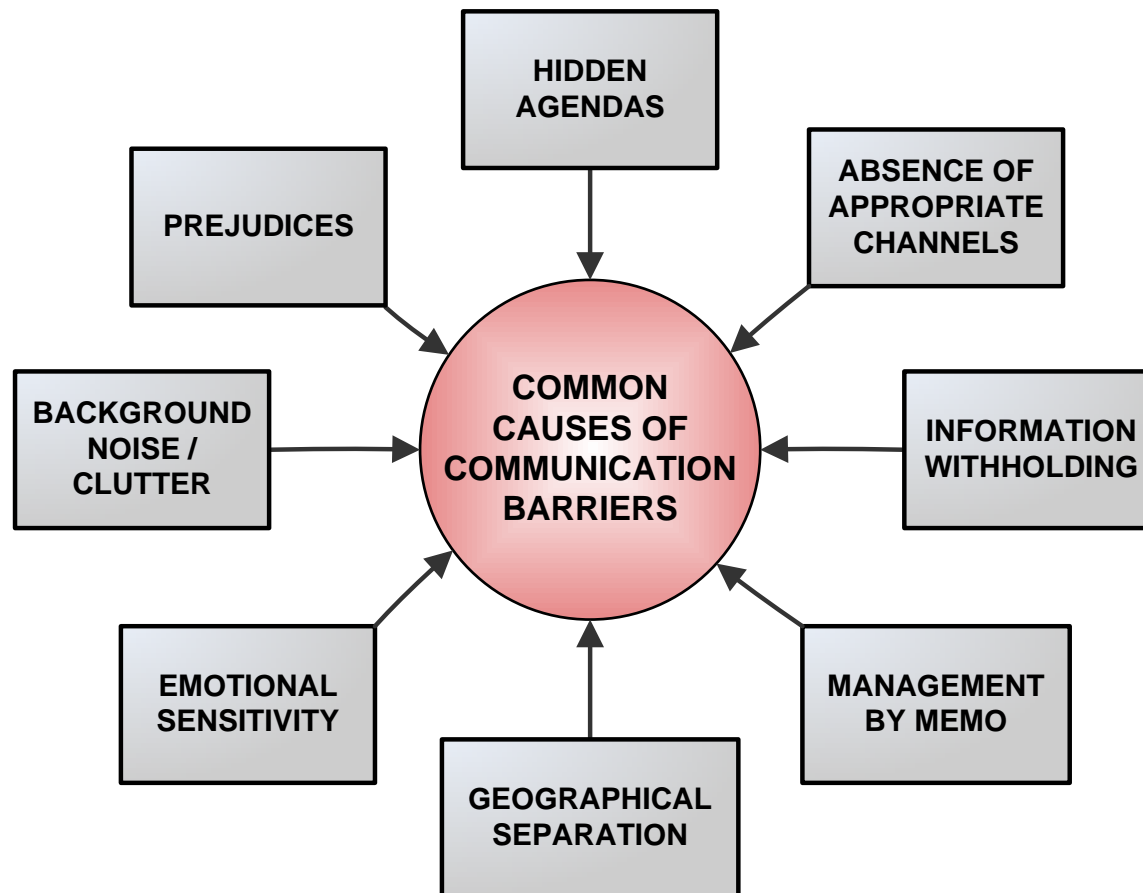
Write up notes as soon as possible after the meeting

Techniques

People Management - Common Factors

Be aware of communication barriers

i.e. obstacles that restrict effective communication

Identifying Significance

To determine **<u>overall</u>** significance:

Ask **<u>what</u>** is important to you in ABC?

To determine **<u>relative</u>** significance:

Ask **<u>which</u>** is more important to you –
X, Y or Z?

Reaching Consensus

1/ IDENTIFY AREAS OF AGREEMENT & CLEARLY STATE DIFFERENCES

▸ State positions and perspectives as neutrally as possible
▸ Document a summary of concerns

2/ FULLY EXPLORE DIFFERENCES

▸ Explore each perspective and clarify
▸ Involve everyone in the discussion – avoid one-on-one debates
▸ Identify common ground and attempt to develop a compromise

3/ REACH CLOSURE AND ARTICULATE THE DECISION

▸ Ensure all team members have expressed their perspective
▸ Detect when the team is approaching consensus
▸ Ask each member if they agree and will they support the decision
▸ Document the decision

The 6 Interrogators

WHO

WHAT

WHY

*"I keep six honest serving men
(They taught me all I knew);
their names are
What and Why and When
and How and Where and Who."
...Rudyard Kipling.*

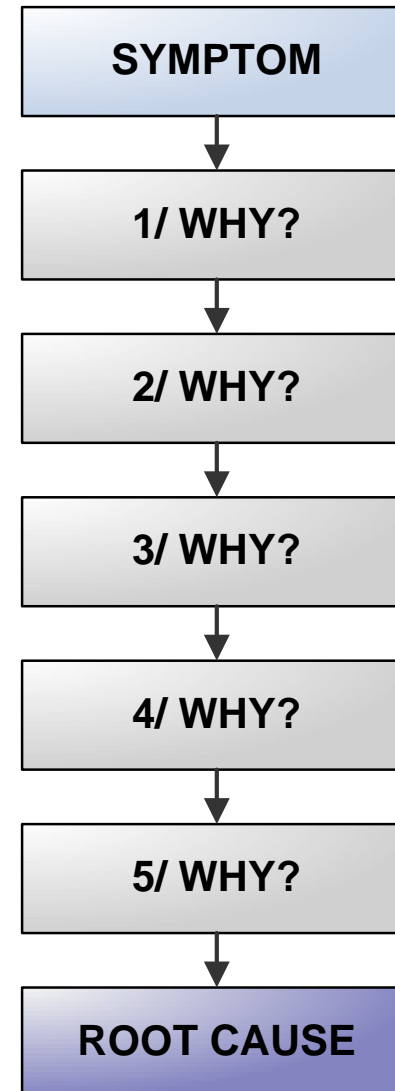**WHERE**

WHEN

HOW
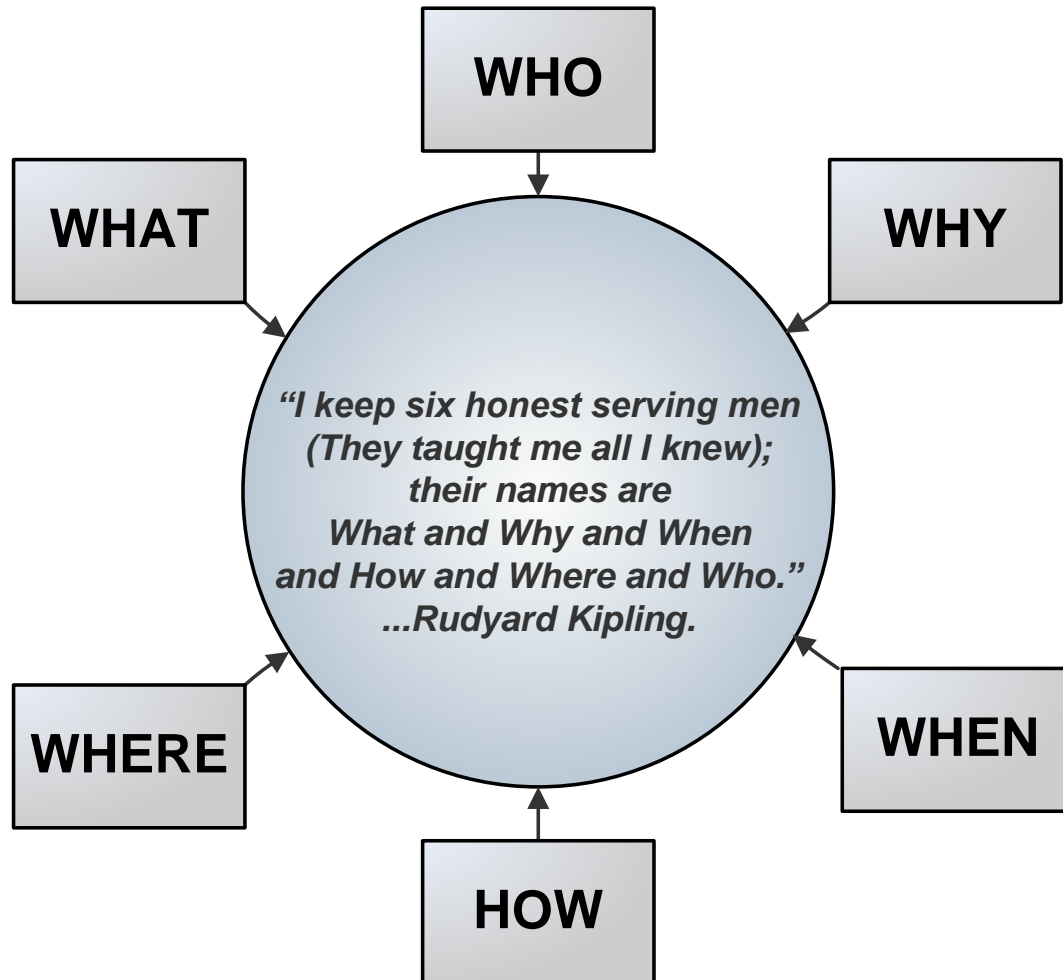
The 5 Whys

Moving from symptom through to root cause

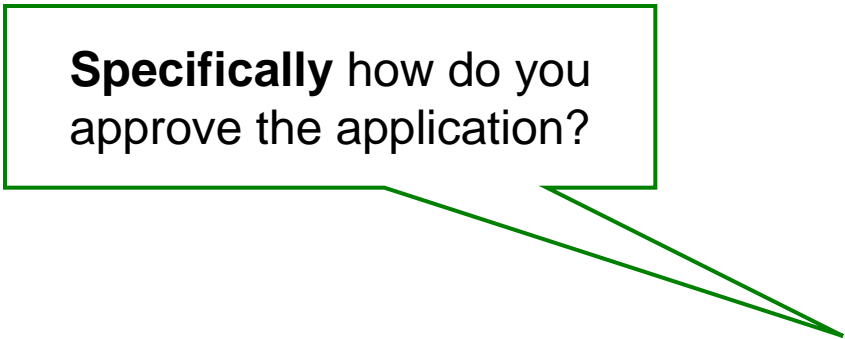The goal of applying "The 5 Whys" method is to get to the cause / effect relationships underlying a particular problem

SYMPTOM
↓
1/ WHY?
↓
2/ WHY?
↓
3/ WHY?
↓
4/ WHY?
↓
5/ WHY?
↓
ROOT CAUSE

The Magic Qualifier

Specifically…

To elicit better quality information add this word to the question.

We then approve the application...

Specifically how do you approve the application?

The Alternate Close

Lock in a Commitment by…

using the Alternate Close technique by
offering option A or option B

When can you get that to
me?
Early or late in the week?

Thursday or Friday?

Morning or afternoon?

10 or 11am?

Summary & Wrap Up

CHANGE WILL HAPPEN!!!!!!!!!!!!!

> Change is inevitable.

> Changing the scope may change the objectives.

> Changing the objectives may change the stakeholders.

> Make sure you have clearly documented and cross referenced these changes against the Needs Hierarchy.

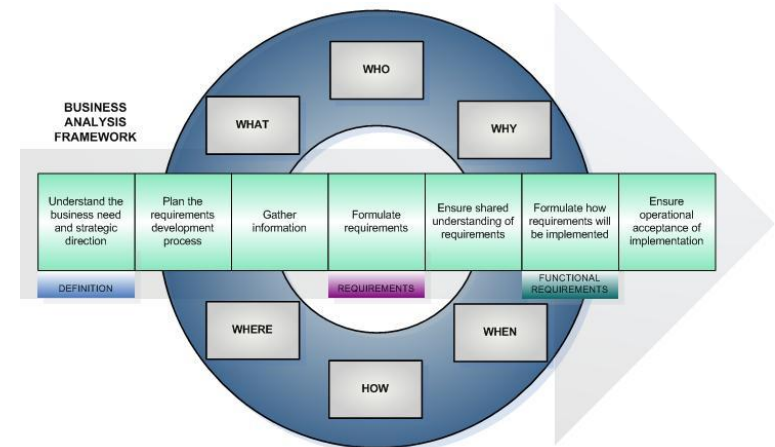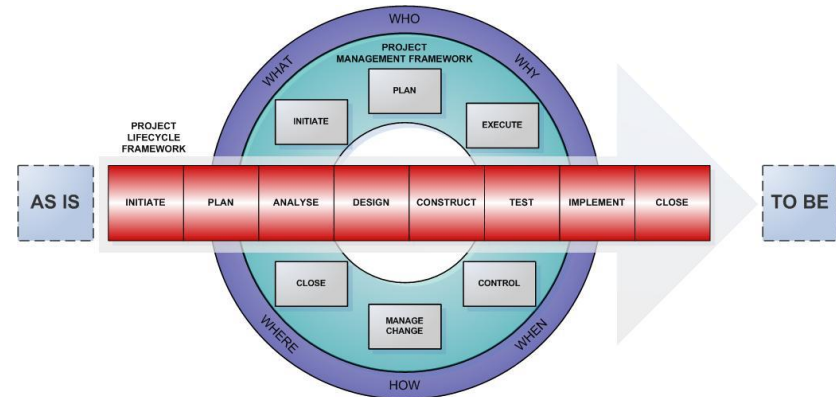# Once you have it all planned...

EXPECT IT TO CHANGE!!!!!!!!

You now have tools to kick off a project and manage change within the project!
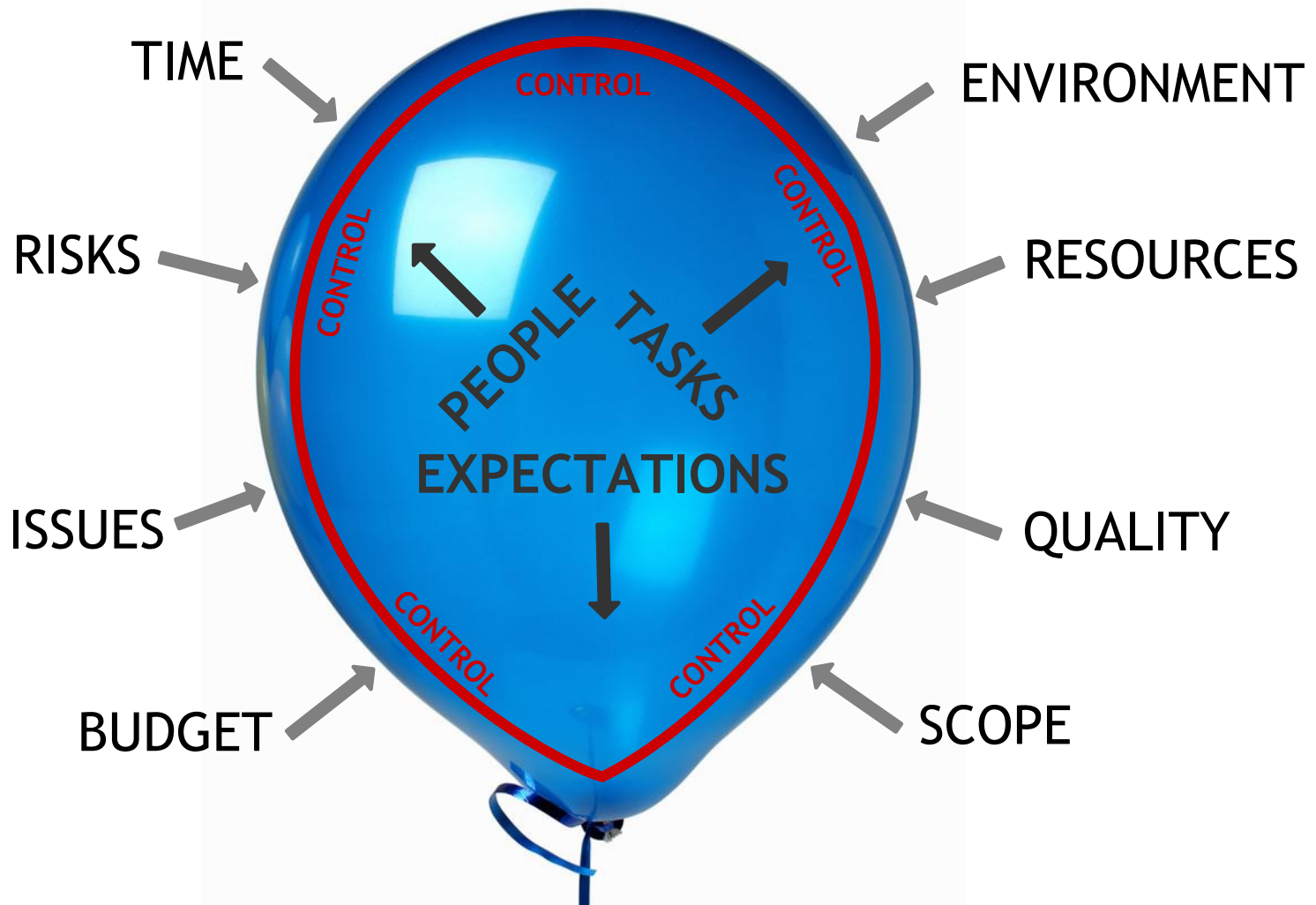
Recap

➢ Speak to the Sponsor/Owner

➢ Identify your Stakeholders

➢ Organise a Kick Off meeting

➢ Create the Project Definition

➢ Set up your Control Kit

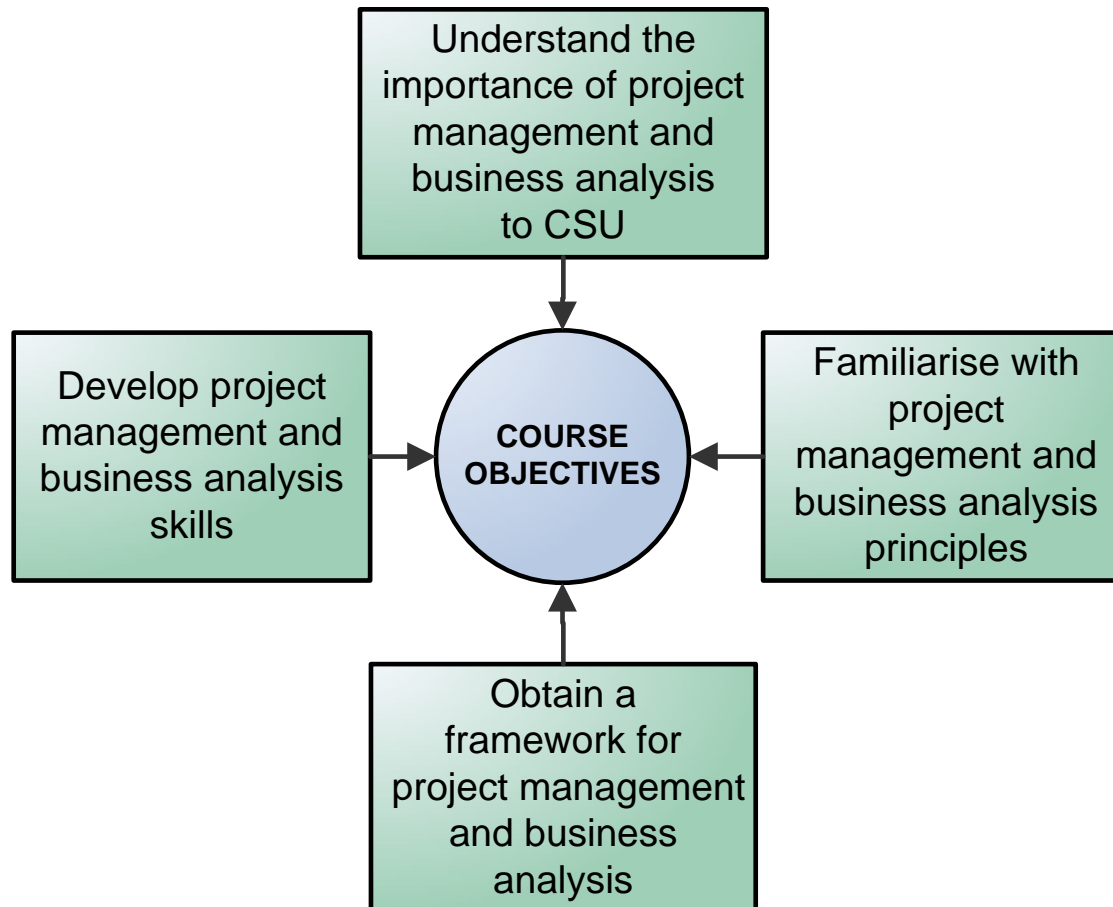➢ Use the Templates & Techniques

➢ Ask for help when needed

Manage the Balloon

Course Objectives

For further information…

➢ Contact the Manager, Project Service Centre in Albury on (605) 19908

➢ Access the PSC web site at: http://www.csu.edu.au/division/psc